

AGENDA

Meeting: Cabinet
Place: Alamein Suite, City Hall, Malthouse Lane, Salisbury SP2 7TU
Date: Tuesday 14 September 2010
Time: 10.30 am

Membership:

Cllr John Brady	Cabinet Member for Economic Development, Planning and Housing
Cllr Lionel Grundy OBE	Cabinet Member for Children's Services
Cllr Keith Humphries	Cabinet Member for Health and Wellbeing
Cllr John Noeken	Cabinet Member for Resources
Cllr Fleur de Rhe-Philippe	Cabinet Member for Finance, Performance and Risk
Cllr Jane Scott OBE	Leader of the Council
Cllr Toby Sturgis	Cabinet Member for Waste, Property and Environment
Cllr John Thomson	Deputy Leader and Cabinet Member for Adult Care, Communities and Libraries
Cllr Dick Tonge	Cabinet Member for Highways and Transport
Cllr Stuart Wheeler	Cabinet Member for Leisure, Sport and Culture

Please direct any enquiries on this Agenda to Yamina Rhouati, of Democratic Services, County Hall, Trowbridge, direct line 01225 718024 or email yamina.rhouati@wiltshire.gov.uk

Press enquiries to Communications on direct lines (01225)713114/713115.

All public reports referred to on this agenda are available on the Council's website at www.wiltshire.gov.uk

Salisbury Cathedral: Faith in our Future - Presentation by the Dean of Salisbury

Part I

Items to be considered while the meeting is open to the public

Key Decisions Matters defined as 'Key' Decisions and included in the Council's Forward Work Plan are shown as 

1 Apologies

2 Minutes of the previous meeting (Pages 1 - 14)

To confirm and sign the minutes of the Cabinet meeting held on 27 July 2010, previously circulated.

3 Chairman's announcements

4 Declarations of Interest

To receive any declarations of personal or prejudicial interests or dispensations granted by the Standards Committee.

5 Public participation

The Council welcomes contributions from members of the public. This meeting is open to the public, who may ask a question or make a statement. Written notice of questions or statements should be given to Yamina Rhouati of Democratic Services by 12.00 noon on 10 September 2010. Anyone wishing to ask a question or make a statement should contact the officer named above.

Work together to support Wiltshire's Communities*

6  The Paddocks Redevelopment, Trowbridge (Pages 15 - 30)

Report of the Director of Community Services is circulated.

7 Annual Report to Tenants (Pages 31 - 70)

Report of the Director of Neighbourhood and Planning is circulated.

Ensure local, open, honest decision making*

8 Property Sales (Pages 71 - 78)

Report of the Director of Resources is circulated.

9 Annual Governance Statement 2009-10 (Pages 79 - 104)

Report of the Monitoring Officer is circulated.

10 Update on Performance (Pages 105 - 130)

Report of the Service Director, Performance is circulated

11 Annual Report on Treasury Management 2009/10 (Pages 131 - 144)

Report of the Interim Chief Accountant is circulated

12  Free Swimming Initiative (Pages 145 - 152)

Report of the Corporate Director of Neighbourhood and Planning is circulated.

13 Budget Monitoring

Reports of the Interim Chief Accountant are circulated.

a Revenue Budget (Pages 153 - 166)

b Capital Budget (Pages 167 - 176)

14 Urgent Items

Any other items of business, which the Chairman agrees to consider as a matter of urgency

Part II

Items during whose consideration it is recommended that the public should be excluded because of the likelihood that exempt information would be disclosed

None

* these headings reflect the key goals of Wiltshire Council to achieve its vision to 'Create stronger and more resilient communities'


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CABINET

MINUTES of a MEETING held at COUNCIL CHAMBER, COUNCIL OFFICES, BROWFORT, DEVIZES on Tuesday, 27 July 2010.

Cllr John Brady	Cabinet Member for Economic Development, Planning and Housing
Cllr Lionel Grundy OBE	Cabinet Member for Children's Services
Cllr Keith Humphries	Cabinet Member for Health and Wellbeing
Cllr John Noeken	Cabinet Member for Resources
Cllr Fleur de Rhe-Philippe	Cabinet Member for Finance, Performance and Risk
Cllr Toby Sturgis	Cabinet Member for Waste, Property and Environment
Cllr John Thomson	Deputy Leader and Cabinet Member for Adult Care, Communities and Libraries
Cllr Dick Tonge	Cabinet Member for Highways and Transport
Cllr Stuart Wheeler	Cabinet Member for Leisure, Sport and Culture

Also in Attendance:	Cllr Allison Bucknell
	Cllr Christopher Cochrane
	Cllr Tony Deane
	Cllr Peter Doyle
	Cllr Francis Morland
	Cllr Bill Moss
	Cllr Helen Osborn
	Cllr Jeff Osborn
	Cllr Anthony Trotman
	Cllr Bridget Wayman

Key Decisions Matters defined as 'Key' Decisions and included in the Council's Forward Work Plan are shown as 

111. Apologies

Apologies for absence were received from:

Cllr Jane Scott OBE, Leader of the Council
Cllr Toby Sturgis, Cabinet member for Waste, Property and Environment.

Andrew Kerr, the Chief Executive

112. Minutes of the previous meeting

The Minutes of the meeting held on 22 June 2010 were presented.

Resolved:

To approve as a correct record and sign the minutes of the meeting held on 22 June 2010.

113. **Leader's Announcement**

The Deputy Leader explained the absence of the Leader and Chief Executive. Both were attending a Chairman's Summit on the Local Government Association Group offer to Government to provide a framework to allow local councils to do more with less. The meeting involved local authority leaders and chief executives meeting with Ministers, MP's to discuss the current financial climate.

With Cabinet's approval, the Deputy Leader brought forward item no. 8 – Wiltshire Anti-Social Behaviour Reduction Strategy to assist Cllr Keith Humphries, the Cabinet member for Health and Wellbeing.

114. **Declarations of Interest**

The following Councillors declared a personal interest in the item on Review of Leisure for the reason specified in each case (minute no. refers)

Cllr Tony Trotman – Chairman of the Board at Calne Leisure Centre Ltd – would participate in the discussion.

Cllr John Noeken – Chairman of the Amesbury Sports & Activities centre – would not be participating in the discussion or voting.

Cllr Bridget Wayman and Cllr Tony Deane - members of the Tisbury and District Sports Centre Management Body.

115. **Public participation**

The Deputy Leader explained that he would invite members of the public present to speak on each of the items to be discussed. Those who spoke are listed under the relevant minute.

116. **Wiltshire Anti-Social Behaviour Reduction Strategy**

Cllr Keith Humphries, Cabinet Member for Public Health and Wellbeing presented a report which sought endorsement of the Wiltshire Anti-Social Behaviour (ASB) Reduction Strategy and Implementation Plan. As this would in time form part of the overall Crime and Disorder Reduction Strategy, part of the Council's Policy Framework, this would require onward recommendation to Council for adoption.

The Council was obliged to work in partnership to tackle ASB through the obligations placed on it by the Crime and Disorder Act and the Anti-Social Behaviour Act 2003. The Strategy had been approved by the Community Safety Partnership on 17 June 2010 and this Council was now being asked to endorse it as a constituent partner. The Strategy would enable partners to consolidate efforts and approaches to tackling ASB, develop toolkits to be used within communities, manage and support individual cases reported and communicate how specific community based problems would be dealt with as a matter of upmost priority.

The reduction of anti-social behaviour (ASB) was a key goal within the Local Area Agreement (LAA) and the strategy would help ensure a coherent and effective response to this challenge.

In reference to partnership working, Cllr Jeff Osborn, Chairman of the Organisation and Resources Select Committee reported that a Partnerships Task Group had been established to scrutinise partnership working and would be looking at Community Safety Partnerships. The Corporate Director of Public Health and Wellbeing respectfully suggested that any analysis of partnerships should begin with establishing the desired outcomes of such an exercise.

Recommended to Council:

That Cabinet endorse the Wiltshire Anti-Social Behaviour Reduction Strategy and Implementation Plan and recommend it to the Council.

Reason for Decision

The Wiltshire Community Safety Partnership Anti-Social Behaviour Strategy was needed to provide a harmonised service across Wiltshire and would provide a framework to promote effective, co-ordinated partnership work to tackle anti-social behaviour at both local and countywide levels.

117. **Review of Leisure**

Public Participation:

Mr Mike Barrett, Bursar of Carne Leisure Centre presented a statement and question which were circulated to which Cllr Wheeler as Cabinet member for Leisure, Sport and Culture replied (a copy of the statement, question and response are appended to these minutes).

Mr Mike Parker of Westbury explained that he had written to Cabinet members on concerns he outlined to the meeting and that he would respond to the consultation exercise.

Mr Gary Walker of Cricklade Leisure Centre spoke in support of the proposals.

Declarations of interest

Cllrs Tony Trotman, John Noeken, Bridget Wayman and Tony Deane declared their interest in this item as detailed at minute no. 114 above.

Cllr Stuart Wheeler, Cabinet Member for Leisure, Sport and Culture gave a comprehensive presentation on proposals to review leisure provision within the Council's area. Cabinet's views were sought on the proposals which were indicative at this stage with a view to commencing a full consultation exercise. The results of the consultation would then be reported back to Cabinet to take into account in its determination of the review.

It was noted that the Council financially contributed towards 23 leisure facilities which offered varying levels of service due to various factors such as age, condition, design and range of facilities. In November, 2009, the Council resolved to carry out a review of the facilities and develop a Leisure Facilities Strategy to include a replacement, refurbishment and devolvement programme.

The report presented reviewed the strategic need for leisure facilities in Wiltshire. It provided indicative proposals which would enable the Council to deliver a sustainable, cost effective, high quality leisure facility service for the foreseeable future. The report also included proposals for the potential devolvement of suitable facilities to local communities as part of the Council's aspirations around devolvement of services and transfer of assets. Cllr Wheeler explained that the purpose of the review was to achieve a sustainable, high quality desirable service which would be attractive to users and would remove barriers of accessibility and meet the Council's target of being the healthiest County by 2014.

The proposals were an intrinsic part of the Workplace Transformation programme and fundamental to the delivery of campuses in key strategic locations. The programme would include the provision of at least three leisure centres at Trowbridge, Melksham and Warminster.

The likely financial implications of the indicative proposals were outlined and it was noted that the financial information would be firmed up on completion of the review following the consultation exercise. Any effects on the Council's approved Capital Programme would require approval of Council.

From the Communications Strategy presented, it was noted that the consultation period would run between August – October 2010 and would include Area Boards, displays at schools, libraries and leisure centres, briefing updates for Councillors and use of the Parish Newsletter and Wiltshire Magazine. Information presented to Area Boards would be tailored to the proposals affecting the area concerned and be linked to information from the Joint Strategic Needs Assessment. Cllr Wheeler agreed that Wiltshire

Councillors would be briefed on proposals affecting their respective divisions and this would extend to town and parish councillors in a similar way.

A number of Councillors spoke on this item making general comments and or referring to the proposals in so far as they affected their respective division areas.

Cllr Jeff Osborn, Chairman of the Organisation and Resources Select Committee gave a scrutiny perspective. He commented that the Environment Select Committee would be examining the financial information including borrowing element as they emerged. He also noted that this project was very much linked to the Workplace Transformation Project on which there was scrutiny involvement. He emphasised that the communications element needed to be treated carefully with an overarching message that this was very much about spending to invest.

Cllr Wheeler paid tribute to Robin Townsend and Lucy Taylor-Brown for their exceptional efforts in this project.

Resolved:

That Cabinet:

- 1. Approve an indicative replacement, refurbishment and devolvement programme (as set out in Appendix A of the report presented).**
- 2. Approve the facility provision standards (as set out in Appendix B) and specification of multi-purpose indoor leisure facilities. This would be the subject of a three month consultation period between August 2010 and October 2010.**
- 3. Approve the principle that tier 3 facilities are devolved (including freehold where appropriate) to local communities and authorises Officers to develop an approach to enable this to happen within the next 5 years.**
- 4. Recognise and agree the principle of budgetary provision required for the replacement, refurbishment and devolvement programme for 25 years (as set out in Appendix C) from the financial year 2011/12 onwards which would need to be reflected in the Medium Term Financial Plan for future revenue budgets and also considered and approved by Full Council to amend the capital programme.**
- 5. Approves the approach to communications (as set out in Appendix D) and authorises the Director for Neighbourhood Services in consultation with the Cabinet Member for Leisure, Sport and Culture to make the necessary arrangements for the consultation process.**

6. That a briefing be given to each division member on the proposed changes to leisure provision in his/her area.
7. That the link to the Joint Strategic Needs Assessment is included and explained in the consultation literature

Reason for Decision

To set out the Council's commitment to providing high quality and efficient leisure services. Please refer to the report for the full reasons: <http://cms.wiltshire.gov.uk/mgConvert2PDF.aspx?ID=7098>

118. **Review of Special Educational Needs (SEN) - Post Consultation Report**

Public Participation:

Cllr Grundy responded to a written question from Mrs Ruth Greening concerning Springfields special school in Calne.

Mrs Deirdre Holland, volunteer parent supporter from Swindon, explained she was frequently contacted by Wiltshire authority residents for advice. She raised her concerns about the risks of placing high-functioning autistic spectrum children within mainstream schools.

Mrs Naomi Irving expressed her concerns over schools which had a mix of children with Behaviour, Emotional and Social Difficulties (BESD) and Autistic Spectrum Disorders.

At the Deputy Leader's invitation, Mr Trystan Williams, Headteacher of Springfields School, Calne addressed Cabinet on the above mentioned concerns. He explained that it was important to recognise the role that Springfield plays and whilst he acknowledge the concerns expressed, the school's results had been extremely positive. The aim of the school was to provide children with the best opportunities, for the best value.

Cllr Lionel Grundy, Cabinet Member for Children's Services responded to the points made.

Cllr Grundy presented a comprehensive report which gave details of the outcome of the consultation on the Review of Special Educational Needs (SEN) Provision that was held from 22 February to 24 May 2010. He highlighted the high-profile nature and extended length of the consultation and the genuine attempt to respond to the needs of the community, which was necessary in a difficult and sensitive area of service provision.

The consultation was extensive and included the distribution of 3,000 consultation papers and questionnaires to parents, carers, head teachers, governors, SEN co-ordinators, neighbouring councils, the health service, trade unions, Diocesan bodies, MP's and via the Council's Area Boards and website. An analysis of the responses was presented with the full details of responses made available to Councillors.

It was noted that the Council had a statutory duty to keep SEN provision under review. The review undertaken was primarily concerned with three mutually dependent areas of activity; namely:

- Provision in Specialist Learning Centres (SLC's)
- Wiltshire Council SEN support services to schools and
- Provision for pupils with SEN in mainstream schools.

The review also included some aspects of special school provision and Enhanced Learning Provision (ELP) in secondary schools. The review also sought to address the findings from the Joint Area Review carried out in 2008.

Cabinet was asked to consider the outcome of the review and responses to the consultation with a view to determining future provision based on the matters considered in the review.

Cllr Grundy added that following consultation it became clear that certain areas needed further consideration and would be subject to further specific consultation.

Cllr Jacqui Lay, Vice-Chair of the Children's Select Committee speaking on behalf of Carole Soden, Chair of the Select Committee explained that the proposals had been the subject of a Rapid Scrutiny exercise, details of which were presented. The recommendations made to Cabinet had been endorsed by the Children's Services Select Committee on 22 July 2010.

Cllr Grundy responded to the questions and queries from Councillors.

Resolved:

That Cabinet agree that:-

- 1. A SEN Inclusion Service be made available to provide a wider range of SEN advice to schools.**
- 2. An SEN Support Network be set up to co-ordinate SEN support services and outreach advice from schools.**
- 3. The formulae for funding SEN in Resource Bases and mainstream schools be reviewed to help improve SEN provision.**

- 4. A statutory notice be published regarding the closure of the Specialist Learning Centre for Autism at Holy Trinity Primary School, Calne.**
- 5. A statutory notice be issued regarding the closure of the Specialist Learning Centre for Complex Needs at the Manor Primary School, Melksham, which should cease to admit pupils and the provision used to increase capacity at the school's Autism Centre to 21 places.**
- 6. The capacities of the Centres for Hearing Impairment (HI), Physical Impairment, (PI), Speech, Language and Communication, and ASD be adjusted as set out in the tables at paragraphs 25 and 27 in the report.**
- 7. The capacity of the Specialist Learning Centres for Complex Needs at the following primary schools be adjusted to 20: The Avenue School, St Dunstan Church of England Primary, Frogwell Primary, King's Park Primary, Salisbury Manor Fields Primary, Studley Green Primary, Wansdyke Community School, and be funded according to the number of full time places commissioned by the Council on an annual basis, under the new service level agreement and formula funding arrangements. For 2011/12 the number of places, commissioned would be the same as the capacity.**
- 8. The Specialist Learning Centres for complex needs at St Peter's Junior School and St Mary's Infant School Marlborough to develop arrangements to work together as a joint provision with a nominal capacity of 10 for each school. The centres to be funded according to the number of full time places commissioned by the Council on an annual basis, under the new service level agreement and formula funding arrangements. For 2011/12 the number of places commissioned would be the same as the capacity.**
- 9. A statutory notice be issued for the closure of the Early Years Provision at St Mary's Marlborough so that it can become part of the Early Years SEN Network, subject to a contractor being engaged to take over the running of the provision.**
- 10. The Specialist Learning Centres for complex needs at Westbury Junior School and Westbury Infants School to develop arrangements to work together as a joint provision with a nominal capacity of 10 each for each school. The centres will be funded according to the number of full time places commissioned by the Council on an annual basis, under the new service level agreement and formula funding arrangements. For 2011/12 the number of places commissioned would be the same as the capacity.**

- 11. Studley Green Primary School to retain Specialist Learning Centres for Complex Needs and Speech Language and Communication Needs, and will be funded according to the number of full time places commissioned by the Council on an annual basis, under the new service level agreement and formula funding arrangements.**
- 12. Statutory notices be published regarding the closure of:**
 - a. The Specialist Learning Centre for Complex Needs at Durrington Junior School.**
 - b. The Specialist Learning Centre for Complex Needs at Harnham Junior School**
 - c. The Specialist Learning Centre for Complex Needs at Mere School.**
 - d. The Specialist Learning Centre for Complex Needs at Zouch School in Tidworth.**
- 13. The Specialist Learning Centre for Complex Needs at Longleaze Primary School should be retained under the new service level agreement and formula funding arrangements pending a review, starting in 2012, of all SEN provision in the North East of Wiltshire, including special school provision in the area adjacent to Swindon. The centre to have a nominal capacity of 10 places and be funded according to the number of full-time places commissioned by the Council on an annual basis. For 2011/12 the number of places commissioned would be the same as the capacity.**
- 14. The Specialist Learning Centre for Complex Needs at Malmesbury Primary School be retained under the new service level agreement and formula funding arrangements pending a review, starting in 2012, of all SEN provision in the North East of Wiltshire, including special school provision in the area adjacent to Swindon. The Centre to have a nominal capacity of 10 places and be funded according to the number of full-time places commissioned by the Council on an annual basis. For 2011/12 the number of places commissioned would be the same as the capacity.**
- 15. The descriptions, age ranges and capacities of special schools be amended as set out in the table at paragraph 41 in the report.**
- 16. All pupils moderated at Level 2 of Enhanced Learning Provision (ELP) in Secondary Schools to have a Statutory Assessment initiated as a matter of course. The current arrangement where pupils without statements can be funded through ELP be retained pending discussions on the further developments of ELP provision.**

Reason for Decision

To initiate the system change needed to improve educational provision and raise the achievement of pupils with SEN by:

- Better commissioning of SEN provision to match need;
- Releasing resources to support improved provision for pupils with SEN in mainstream schools and Specialist Learning Centres in mainstream schools;
- Refocusing SEN support services to schools; and
- Ensuring more consistent and focussed outreach support from specialist provision to support mainstream schools.

119. **Consultation on Initial Site Options for the Aggregate Minerals Site Allocations DPD**

Cllr John Brady, Cabinet Member for Economic Development, Planning and Housing presented a report which sought Cabinet approval to proceed with consultation on initial site options for the Aggregate Minerals Site Allocations Development Plan Document.

The consultation document was concerned with identification of potential sites for future sand and gravel extraction only. The report also highlighted the implications of the proposed abolition of the Regional Spatial Strategies (RSS) from the perspective of aggregates provision. The responses to the consultation would be used to inform the development of the draft Wiltshire and Swindon Aggregate Minerals document to be published in Spring 2011.

Resolved:

That Cabinet:

1. **note the need to identify sites for sand and gravel extraction in order to address long-term supply issues and the short-term shortfall in permitted reserves (the landbank);**
2. **approve that public consultation is undertaken on initial site options (as shown in Appendix 1 to the report presented) to inform the development of the draft Aggregate Minerals Site Allocations Development Plan Document;**
3. **authorise the service Director for Economy and Enterprise, in consultation with the Cabinet Member for Economic Development, Planning and Housing, to make detailed arrangements for the consultation and finalise the document in Appendix 1 to the report.**

4. That Wiltshire Councillors be advised of any potential sites identified within their respective division and that town and parish councils be similarly kept informed

Reason for Decision

To raise awareness of the proposed consultation on the initial site options for the Aggregate Minerals Site Allocations DPD and ensure that progress continues to be made on the preparation of an up to date mineral planning policy framework for Wiltshire in line with the Council's statutory requirements.

120. **Budget Monitoring**

121. **Revenue Budget**

Councillor Fleur de Rhe-Philipe, Cabinet Member for Finance, Performance and Risk presented a report which advised of the latest position regarding the revenue budget monitoring for 2010-11. The report covered the period April to May 2010 and included a departmental analysis of the outturn position.

It was explained that current figures, which were only projected, forecast an overspend at this stage. However she was confident that the year would end with a balanced budget, as previously, and officers were working to ensure this.

The report also dealt with the impact of the emergency budget announced by the Coalition Government announced in June. This included a range of measures including direct reductions in grant funding for local government which were implemented and would impact directly on the Council in the current 2010/11 financial year as detailed in the report. All services in the Council were currently looking at measures to address the shortfall in the area based grant.

Cllr Jeff Osborn, spoke on behalf of the Budget and Performance Scrutiny Task Group. He explained that the Task Group took the view that the shortfalls were as a result of two main areas 1) Normal pressures on the budget, and 2) A decline in the Area-based grants.

Questions were raised on various aspects of the budget to which Cllr de Rhe Philipe and other Cabinet members responded.

Resolved:

That Cabinet note the report pending the next monitoring report highlighting all actions being taken.

Reason for Decision

To enable Cabinet to approve a corporate approach to managing the financial pressures and Government reductions.

122. **Capital Budget**

Councillor Fleur de Rhe-Philipe, Cabinet Member for Finance, Performance and Risk presented a report which updated Cabinet on the capital programme after two months of the 2010/11 financial year.

Cabinet was also asked to consider how to manage the cuts in grant funding from central Government and in this connection was given three options to consider namely to reduce the budgets in the capital programme by the corresponding cut in funding from central Government; to retain the highway budgets at the current level in the 2010/11 capital programme which would result in increasing unsupported borrowing levels in 2010/11 to off-set the loss in grant or to reprioritise schemes within the capital programme by reducing budgets of other schemes to again off-set the loss in grant.

Members of the Cabinet were asked to consider the three options for future management of the Capital Budget, on page 286 of the Agenda.

Resolved:

That Cabinet:

1. **note the current position of the 2010/11 capital programme;**
2. **note the budget changes in section 1 of Appendix B of the report presented.**
3. **give further consideration to how the cuts in grant funding from Central Government could be dealt with in the 2010/11 capital programme for recommendation, if required, to Council through the 3 options identified in the report.**

Reason for Decision

To inform Cabinet of the current position of the 2010/11 capital programme and identify issues which need to be resolved as a result of cuts in funding from Central Government.

123. **Urgent Items**

There were no urgent items considered at this meeting.

124. **Exclusion of the Press and Public**

Resolved:

That in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in minute number 125 below as it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraph 4 of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

125. Pay Harmonisation - The Way Forward

Councillor John Noeken, Cabinet Member for Resources presented a confidential report which updated Cabinet on the Pay Harmonisation Scheme. He sought Cabinet's approval on an alternative approach to achieving equal pay.

The Staffing Policy Committee would also be considering the issue at its meeting on 28 July 2010.

Resolved:

That Cabinet approve the recommendations as detailed in the report presented.

Reasons for Decision

As detailed in the confidential report presented.

(Duration of meeting: 10.30 am - 1.00 pm)

These decisions were published on the XXXX and will come into force on XXXXX
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The Officer who has produced these minutes is Yamina Rhouati, of Democratic & Members' Services, direct line 01225 718024 or e-mail yaminarhouati@wiltshire.gov.uk
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Wiltshire Council

Cabinet

14th September 2010

Subject: Redevelopment of The Paddocks Care Home

Cabinet member: Councillor John Thomson – Community Services

Key Decision: Yes

Executive Summary

The Orders of St John Care Trust (OSJCT) deliver residential care on behalf of Wiltshire Council at The Paddocks, Trowbridge. The quality of care provided by OSJCT is good although it is restricted by the physical constraints of the building. This 30 bed unit is no longer considered fit for purpose by the relevant authorities and would need to be modernised to conform to modern standards. However, this is not possible due to the lay-out and limited footprint of the existing building.

The strategic direction in Wiltshire is to reduce the number of residential care places and to increase opportunities such as extra care in order to maximise the choice, control and independence of older people. There is a requirement to increase nursing and dementia care to meet current and projected demand.

The purpose of this report is to seek a decision to develop a 66 bed facility on the existing Paddocks site, following a consultation period with the residents and their families. The new facility will provide purpose-built accommodation for older people with dementia.

Current residents of The Paddocks will need to relocate for a maximum period of 2 years. A number of options for this reprovision have been offered to residents and staff are working closely with individuals during this transitional period. Full care assessments will be undertaken and a risk management strategy put in place for residents.

The current proposal is for OSJCT to fund this development; however funding would only be accessible if the site was within their ownership. Therefore a land swap is proposed to facilitate the transfer between The Paddocks site and land at Old Sarum. This enables this development to occur whilst providing land for development in relation to the recently awarded Public Finance Initiative for dementia.

Proposal(s)

Members are asked to:

- a) Agree the redevelopment of The Paddocks to provide dementia care,

- following a consultation period with the residents;
- b) Approve the financial implications of delivering this proposal:
 - I. Short term increase in care costs for those who relocate into extra care, to be offset by longer term reduction in costs.
 - II. Fit out costs for the building for relocated residents, to a maximum of £70,000;
 - III. Land swap: Negotiations are ongoing and the final sum has not yet been agreed.
 - c) To delegate authority to the Director of Community Services and the Director of Resources to agree the final sum for the land swap between The Paddocks and Old Sarum if required. In the event that a part cash payment is necessary, it would be funded from within the Adult Care Capital Programme and the land swap would not be completed until it had been demonstrated that funding was available.

Reason for Proposal

Demographic projections indicate there will be significant growth in the 65+ age group in Trowbridge from 7,210 in 2007 to 12,580 in 2026 (74.5% increase). Additionally, the number of people aged 50+ with dementia in Trowbridge will increase by 85% by 2026. It was identified in the Accommodation Strategy for Older People that there is an adequate supply of residential care but an identified shortage of dementia and nursing home provision in Wiltshire.

The Paddocks is a 30 bedded home which was built in the 1970s. The bedrooms do not have en-suite facilities and communal space is very limited. Due to its current condition and design, this building is no longer considered 'fit for purpose' as the space standards preclude the provision of care to people with high level needs.

The focus of national policies (*Putting People First; National Housing Strategy for an Aging Society; Our Health Our Care Our Say*) support older people to remain independent, healthy and active. This proposal offers opportunities for greater independence, choice and control for the current residents of The Paddocks, with one option being to move into their own apartment within the Trowbridge Extra Care Scheme. People will continue receiving appropriate levels of care, but with the focus on reablement, people will be supported to become more independent. The redeveloped facility will deliver a purpose built environment that encourages people who require specialist support to maximise their potential.

Orders of St John Care Trust are prepared to fund this development through private borrowing, provided that the Council agree to purchase services as part of our existing long term block contract agreement. This is permissible within the terms of our existing arrangements.

Sue Redmond
Corporate Director, Department of Community Services

Wiltshire Council

Cabinet

14th September 2010

Subject: Redevelopment of The Paddocks Care Home

Cabinet member: Councillor John Thomson – Community Services

Key Decision: Yes

Purpose of Report

1. The purpose of this report is to seek approval to redevelop the existing residential care home site at The Paddocks, Trowbridge for dementia care following a consultation with current residents.
2. To seek approval for the financial implications of this proposal.
3. To delegate authority to the Director of Community Services and the Director of Resources to agree the final sum for the land swap between The Paddocks and Old Sarum if required.

Background

4. Wiltshire County Council transferred the operation of The Paddocks and 17 other residential care homes to OSJCT in 1999 and 2000. The Council retained ownership of the buildings but awarded OSJCT a 25 year lease on all of the properties until September 2025. A renegotiated contract in 2005 recognised that in order to continue to deliver the same or improved level of service and standard of care in the longer term, that some homes would require significant refurbishment or redevelopment during the contract term.
5. The Paddocks is a 30 bedded home which was built in the 1970s. The bedrooms do not have en-suite facilities and communal space is very limited. Due to its current condition and design, this building is no longer considered 'fit for purpose' as the space standards preclude the provision of care to people with high level needs.
6. There is a significant amount of land with this property, and is suitable for extension. Planning permission was granted in 2001/02 to build a new home on the same site. This permission has now lapsed, although it is anticipated that this would have set a precedent with the planning authority.
7. The focus of national policy (*Putting People First; National Housing Strategy for an Aging Society; Our Health Our Care Our Say*) supports older people to live life to the full, to remain independent, healthy and

active. This represents a shift from dependency to wellbeing and independence.

8. Demographic projections indicate there will be significant growth in the 65+ age group in the Trowbridge area:

Age Group	2007	2026	% Increase
65 – 74	3,800	6,050	59.2
75 – 84	2,470	4,480	81.4
85+	940	2,050	118.1

9. The number of people aged 50+ with Dementia in Trowbridge is also expected to increase:

Dementia	2007	2026	% Increase
Aged 50+	605	1,120	85.1

10. Peter Fletcher Associates were commissioned in 2007 to undertake data collection and analysis to support the development of an Older People's Accommodation Strategy. Their report identified that in Wiltshire there is an adequate supply of care home provision but a shortage of dementia and nursing home provision, especially when considering future trends and demographic projections. They recommend Wiltshire Council works with providers to decrease placements in residential care whilst maintaining diversity and service quality, with future emphasis on the development of more nursing and dementia provision.
11. An Accommodation Development Strategy setting out the direction for development and care provision across Wiltshire over the next ten years will be presented to Cabinet in October. The proposal for The Paddocks is included within the overarching Development Strategy but it is a self contained development that will assist the Council to change the shape of care accommodation.

Main Considerations for the Council

12. The proposal is for the development of a 66 bed care home on the existing Paddocks site. The new facility will provide purpose-built accommodation for older people with dementia. It is acknowledged that there is a lack of such facilities across Wiltshire, and an increasing demand due to the aging population.
13. In order to facilitate this development it will be necessary for the current residents to relocate in the interim. Wiltshire Council and OSJCT have sought residents and families views with regard to this proposal, including the re-provision of care and accommodation. A dedicated social worker will be assigned to The Paddocks to undertake a full assessment of each resident and to work with people and their families to identify options which will deliver the right level of care and support for them. Options will include relocating to another residential care home – operated by OSJCT or another provider within Wiltshire or in another county – or moving to the

new extra care scheme in Trowbridge. Residents will also have the option to return to The Paddocks following the redevelopment if they wish.

14. OSJCT care staff, Wiltshire Council Adult Care Team, other Health professionals and advocates will be available to provide appropriate and person centred support to residents through this transition. Training opportunities will be provided to OSJCT staff to provide them with the tools, skills and techniques to maximise the independence of residents through promoting and supporting reablement and the teaching of life skills.
15. The new extra care development at the Rutland site is scheduled to open in Spring 2011. This provides an opportunity for residents of The Paddocks to relocate, offering a number of benefits:
 - a. Each person has their own apartment offering two bedrooms, lounge, bathroom and kitchen. This offers greater independence, control and choice, whilst still receiving appropriate levels of care and support.
 - b. Excellent communal facilities – a restaurant area, lounge, IT suite, activities room and library.
 - c. Friendships can be maintained as the group moves ‘en masse’.
 - d. It is envisaged that many of the care staff from The Paddocks will transfer to the extra care scheme, providing continuity of care.
 - e. Wider engagement with the community – members of the public are invited to access some facilities within this scheme.
 - f. Transfer of this group would contribute to full occupancy of the extra care scheme at opening, making best use of this resource and achieving best value.
16. The current proposal is for OSJCT to fund this development; however funding would only be accessible if the site was within their ownership. Therefore, a land swap opportunity is being explored in principle for land recently purchased by OSJCT at Old Sarum. The site at Old Sarum will provide land for Wiltshire Council to develop nursing and dementia care homes as part of the recently awarded Department of Health Public Finance Initiative. Land in the Salisbury area is at a premium and this trade with The Paddocks provides acceptable opportunities for both Wiltshire Council and OSJCT.

Consultation with Staff, Residents and their Families

17. The Council and OSJCT have been consulting with staff, residents and their families throughout August to seek their views on the proposals. A range of group and one-to-one meetings have been held and information packs distributed with further details. 65% of the residents and / or their families have attended the consultation events or attended one-to-one meetings.
18. The consultation meetings have been very interactive and the initial feedback demonstrates that people are naturally concerned about the welfare of the residents through the transition, the level of care they would receive in a different environment and their safety. However, the need to

redevelop The Paddocks appears generally accepted, with the two new facilities recognised as being of great benefit for residents and the local community.

19. One family member said, "The quality of care at The Paddocks is excellent. If the same quality of care is provided at the new extra care facility then there will be no problem". The full account of comments, questions and answers raised at the consultation meetings has been attached at Appendix One for information.
20. If this proposal is approved, consultation will continue with the staff, residents and their families throughout the transition to ensure that everybody is kept informed and their views are taken into account.

Environmental and Climate Change Considerations

21. The architects responsible for this development are committed to scheme design and specification that maximises current best practise, and are very experienced in care home design (one recent example being Athelstan House in Malmesbury). The new building will conform to enhanced sustainable building regulations due to come into force in October 2010 and it is anticipated the design will achieve a BRE Environmental Assessment Method (BREEAM) rating of at least 'very good'. OSJCT will be encouraged to take a green approach to energy and water use, considering energy efficiency, renewable energy technology and Carbon Reduction Commitment, maximising savings in lifetime operating costs and carbon emissions. It should be noted that as this building will be owned by OSJCT, carbon emissions will not count towards the Wiltshire Council Carbon Reduction Commitment. However, if the land swap does not go ahead, contingent liabilities would include the transfer of Carbon Reduction Commitment to Wiltshire Council.
22. Due consideration will also be given to climate change adaptation, for example through natural ventilation and tree planting, to future-proof the building design in a changing environment.
23. A Transport Strategy will be developed following approval for this development. The site is on the main route into Trowbridge, with reasonable public transport links and within walking distance from the town centre and local housing estates.

Equalities Impact of the Proposal

24. This proposal promotes independence, choice and control. Relocation options offer opportunities for greater community engagement, involvement and inclusion in a purpose built, modern facility.
25. Views will be taken into account, for example agreeing neighbours, choosing colour schemes, with people being consulted on an individual basis to ensure rights are maintained.

Risk Assessment

26. Good stakeholder engagement and management is essential to ensure a successful transition. During the consultation period, residents and families have been offered numerous opportunities to discuss options with management and staff from Wiltshire Council / OSJCT with detailed information provided in verbal, written and pictorial formats. Wiltshire Council Corporate Communications have also been available to help.
27. There are common misconceptions over the risk to people being moved from care homes. Full care assessments will be undertaken and a risk management strategy put in place for every resident. This careful planning combined with extensive consultation and appropriate selection of care re-provision will significantly mitigate the risk of adverse effects being encountered as a result of this transition.
28. There is a slight risk that planning permission may be refused. However, permission was granted in 2001/02 to build a new home on the same site. Although this permission has now lapsed, it is anticipated that a precedent would have been set with the planning authority.

Financial Implications

29. In the event that the majority of residents relocate to the extra care facility, it is anticipated that care costs will increase in the short term to support the successful transition from residential to extra care. However, these costs will reduce as people regain skills and independence, creating longer term savings. Although the exact requirements will not be known until each resident has undergone a comprehensive needs assessment, it is estimated that 3 additional staff (2 during the day and 1 at night) would be required to supplement OSJCT's existing staff complement. Over the anticipated two years development period, this would cost approximately £152,000. It is important to note, that some individuals may relocate to other care homes due to their assessed needs, which may also result in an increase in care costs.
30. Due to their transition from a residential care establishment into an extra care environment, residents will not possess the usual furniture and equipment required to furnish their new home. Therefore, the Council will make a capital contribution to a maximum of £70,000 towards the internal fit out of the property.
31. Negotiations are ongoing and the final sum has not yet been agreed. In the event that a part cash payment is required, it would be funded from within the Adult Care Capital Programme. The land swap would not be effected until after this sum had been agreed with the Director of Community Services and the Director of Resources and it had been demonstrated that funding was available.

Legal Implications

32. The main legal implications that have developed from case law are as follows:
- a. It is important that the authority is transparent in its decision making process.
 - b. There should be a written procedure for care home closures
 - c. Proper consultation must be carried out at all stages, including when proposals are still at a formative stage.
 - d. Generally, it is not essential to carry out a full assessment of needs and risk assessment prior to consultation. However, a detailed assessment should be carried out before consultation if the residents have exceptional special needs, which are far greater than the average person with learning disabilities.
 - e. Human Rights: Decisions to close care homes engage human rights and in particular Article 8, the right to respect for private and family life, so there needs to be evidence of:
 - a clear recognition of the interests
 - the matters relied on by way of justification of an interference with those interests
 - an appropriate balancing exercise to ensure that the principle of proportionality is observed
 - f. In most cases the consideration can be done on a generalised basis by looking at the interests of residents as a whole and does not, in the absence of special circumstances, require an individual balancing exercise by reference to an assessment of the needs of each individual resident.
 - g. However, where a 'promise for life' has been made and the resident views the possible loss of her accommodation as life threatening, the authority should carry out a detailed consideration as to whether such interference with human rights is justified
 - h. Where no 'promise for life' has been given and the council is finding alternative accommodation for the residents, the council can establish justification for interference with the right, where its decision involves a balance of competing claims on the public purse in the allocation of economic resources.
33. Addendum to legal advice
It is the opinion of DCS officers that a 'promise for life' has been not been given due to the nature of the accommodation to be reprovisioned.

Options Considered

34. Do Nothing.
Due to the age of the building, the limited space standards and lack of ensuite facilities, The Paddocks is in need of redevelopment to ensure that it is able to attract people who fund their own care. If nothing is done the service may become financially prohibitive and OSJCT could give notice to withdraw care provision. OSJCT have the right to withdraw their services from a Wiltshire Council owned property if the building is no longer considered fit for purpose. This would require Wiltshire Council to step in to provide care support or organise an unplanned relocation of residents. This risk is eliminated by the development of the new facility. This option is therefore considered unviable.
35. Identify an alternative site for development.
Land is difficult to acquire that has been identified as suitable for development within the current local development framework and would require further outlay of capital. This option is therefore considered unviable within the current economic climate.
36. 2-phase redevelopment of The Paddocks.
Although this option would provide an opportunity for residents to remain at The Paddocks whilst the first phase of building work is undertaken, there are significant cost implications to this approach with contract value estimated to be 15-20% greater than with a single phase project. In addition, quality of life for residents would be affected with the consequences of effectively living on a building site for more than 2 years. Safety of the residents is also a key consideration. This option is therefore considered unviable.
37. Single phase redevelopment of The Paddocks and relocation of residents.
This offers cost effective redevelopment and ensures the safety and comfort of residents. Careful consideration will be given to the re-provision of care for each resident. The opportunity for some to utilise the new extra care scheme in Trowbridge has benefits for both the residents and Wiltshire Council, and supports the strategic direction of the Accommodation Development Strategy to maximise the use of extra care. This is the preferred option.

Conclusions

38. The building from which residential care is delivered at The Paddocks is no longer considered fit for purpose and requires re-development. The strategic direction in Wiltshire is to reduce the number of residential care places and to increase opportunities such as extra care in order to maximise the choice, control and independence of older people. There is also a requirement to increase nursing and dementia care to meet current and projected demand.
39. The proposal to redevelop The Paddocks and relocate the current residents meets the requirements outlined above, offering benefits to residents, the Council and the wider population.

40. Members are asked to:
- a. Agree the redevelopment of The Paddocks to provide dementia care, following a consultation period with the residents;
 - b. Approve the financial implications of delivering this proposal:
 - I. Short term increase in care costs for those who relocate into extra care, to be offset by longer term reduction in care costs ;
 - II. Fit out costs for the building for relocated residents, to a maximum of £70,000;
 - III. Land swap: Negotiations are ongoing and the final sum has not yet been agreed.
 - c. To delegate authority to the Director of Community Services and the Director of Resources to agree the final sum for the land swap between The Paddocks and Old Sarum if required. In the event that a part cash payment is necessary, it would be funded from within the Adult Care Capital Programme and the land swap would not be completed until it had been demonstrated that funding was available.

Sue Redmond
Corporate Director, Department of Community Services

Report Author: James Cawley
Service Director, Strategy & Commissioning
Adult Care, Department of Community Services

Date of report: 19th August 2010

Background Papers

The following unpublished documents have been relied on in the preparation of this report:

Wiltshire's Older Peoples' Accommodation Strategy – Report by Peter Fletcher Associates, 2007

Appendices

Appendix One Comments, Questions and Answers from Consultation Meetings with Residents and their Families

Appendix One

Comments, Questions and Answers from Consultation Meetings with Residents and their Families

Q It would have been beneficial to have received the Information Packs to read before the meeting.

A Thank you for your comment, this point is taken on board and we apologise for this not being the case.

Q Are residents going to be split up?

A There is enough space in the new Extra Care facility for everyone to move in, if they wish.

Q Who owns the Extra Care facility?

A Bedfordshire Pilgrims Housing Association (BPHA) own the facility, Wiltshire Council own the land and the care will be provided by The Orders of St John Care Trust (OSJCT).

Q You have said that there will be no extra costs to residents. Are we going to get bogged down by bureaucracy?

A The Council will provide support and will keep things as simple as possible.

Q What will the Extra Care flats be like?

A These are bigger units which will be fully furnished, all with two bedroom, kitchen, lounge and shower room. Although they are two bedrooms, people are not expected to share (unless they want to).

Q Will you get planning permission to redevelop The Paddocks?

A Planning permission had previously been granted but has now lapsed, mainly due to us not being able to find a suitable solution for interim care for the residents. This lapsed planning permission sets a precedent so we are confident of obtaining permission in the future. We are in discussions with the Planning Department to ensure any points are taken into account and plans for the new care home will be made available once these are finalised. The decision to redevelop The Paddocks has not yet been taken. A paper which will incorporate comments and feedback from this Consultation with residents and their families will be submitted to the Council's Cabinet in September when a decision will be taken.

Q Will the new Paddocks be a care home or nursing home?

A It will be a care home targeted for people with dementia and will incorporate good practice design for any care home, e.g. sympathetic colour scheme, garden design, etc. We appreciate that initially this will cater for people with a mix of care needs as we accommodate those people who wish to move back and this will be taken into consideration when choosing rooms.

- Q The extra care sounds like it's more for people who live independently. What about communal facilities?**
- A Extra care is designed to be a 'home for life' and be able to cater for people as their needs change. There is a communal dining area and the Catering Team from The Paddocks will be moving across to provide meals in the same way as they do now, if that is what people choose. There is also a communal lounge, activity room, IT suite and library.
- Q Why are all the flats 2-bedroom?**
- A Older people have said that they prefer 2-bedroom homes as this gives greater space and allows flexibility e.g. allowing couples with differing needs to remain living together, space for relatives to stay, etc.
- Q I'm concerned over the risk to my mum using the kitchen in the flat.**
- A Full assessments will be carried out and detailed care plans produced to identify any risks on an individual basis. Safeguarding measures will be put in place as appropriate such as deactivating cookers. Although staff will be supporting residents in their own homes, we will try to manage routine and mirror the practice of The Paddocks as far as possible.
- Q Will there be a problem moving people, changing routine, etc?**
- A We will take time to prepare for the move, involving staff, health and social care professionals, residents and families to plan effectively.
- Q What will the new Paddocks look like?**
- A There will be bigger bedrooms, each with an en-suite, and better communal facilities. Designs are being discussed with the Planning Department and plans will be made available once these have been finalised. Visits can be arranged to other similar schemes elsewhere in Wiltshire to give a sense of what the new Paddocks will feel like.
- Q How many rooms in the new Paddocks?**
- A The current proposal is in the region of 60, although the number may reduce depending on planning requirements. This makes the development affordable, benefiting from economies of scale. However the design of the building will be such that it is divided into wings and won't seem so large.
- Q What is happening with the development at Semington?**
- A The planning application has been submitted and if it is successful then we will be progressing both developments.
- Q Will the new Paddocks be exclusively for people with dementia?**
- A Initially this will cater for people with a mix of care needs as we accommodate those people who wish to move back. However, the home will move towards full dementia care over time.
- Q Staff are already very busy at The Paddocks – how will they cope in a new environment?**
- A We recognise that staff will be providing the same care and support but in a larger environment, and it is likely that we will need to employ more

people. Additional staffing costs will be met by the Council. Ultimately we will need two staff teams, one for the extra care and one for the new Paddocks so OSJCT will be recruiting.

Q Will the extra care have telephones?

A All apartments will have access to telephone facilities.

Q Planning permission was obtained before to redevelop The Paddocks – why was this allowed to lapse?

A It was not financially viable to run the home down and at the time there wasn't a suitable alternative for the residents. The Council has been working with Members to provide additional facilities to meet growing demand for specialist facilities as the population grows older. The opening of the extra care facility provides an excellent opportunity to move the residents and staff together whilst The Paddocks is redeveloped.

Q Will people have their own apartment at the new Paddocks?

A If residents choose to move to extra care, they will have their own apartment. Care will continue to be provided by OSJCT. If residents move back to the new Paddocks they will have a larger bedroom with en-suite facilities.

Q How safe will my mum be?

A Full assessments will be carried out and detailed care plans produced to identify any risks on an individual basis. Safeguarding measures will be put in place as appropriate such as deactivating cookers or making use of assistive technology. Although staff will be supporting residents in their own homes, we will try to manage routine and mirror the practice of The Paddocks as far as possible and care will be tailored to individual need. The extra care scheme has progressive security which restricts access for non-residents.

Q Will the new Paddocks be extra care?

A No, it will be a care home specialising in dementia care.

Q Will all residents be able to move back to the new Paddocks once it has been redeveloped?

A Everybody who is currently resident at The Paddocks will be given the opportunity to move back to the newly developed facility if they wish.

Q If a resident moves to another care home can they move back to the new Paddocks?

A Yes

Q Is there an age limit in extra care?

A There is no upper age limit. Extra care is aimed primarily but not exclusively for older people and may include people with a learning disability or physical impairment. However a panel will meet to review all applications and will agree who will move in. There is a minimum care requirement of 10 hours per week.

Q Will there be someone in the extra care facility who will dispense medication?

A Yes, the level of care will be the same as The Paddocks.

Q Is the site plan available for the new Paddocks?

A Designs are being discussed with the Planning Department and plans will be made available once these have been finalised.

Q Does the extra care facility have lifts?

A Yes, the building has two lifts, one at either end.

Q Will rooms at the extra care facility be big enough for wheelchairs?

A Yes, the building has been designed to be fully accessible for people using wheelchairs.

Q Will the front doors be locked?

A During the day some communal facilities will be open to the general public. However, a progressive privacy system is in place which will use a key fob/bracelet. Access to living areas is restricted and not accessible to the public.

Q Who pays the gas/electric/water bills?

A Normally in extra care some bills will be covered by the service charge whilst others are billed direct to the tenant. However residents relocating from The Paddocks will not receive any bills. We will look to utilise benefits to offset charges and any additional costs will be met by the Council. This is valid for the period of relocation only and will be reviewed if someone chooses to remain in extra care following the redevelopment of The Paddocks. If a tenant chooses to have a telephone line in their apartment, bills will need to be met by the individual on the same basis as at The Paddocks.

Q Will there be a piano or organ for activities?

A There is an activity room or other communal lounges where this could be accommodated. This will be considered when planning the activities programme for the new facility.

Q The literature in the information pack implies the new Paddocks is extra care.

A Please accept our apologies if we have caused confusion. The new Paddocks scheme will be a care home. This has been taken on board and we will review our literature.

Q Who will look after my relative if they move into extra care?

A The staff team from The Paddocks will be moving to the extra care facility – care, night, catering and housekeeping staff.

Q I am concerned about isolation – will my relative be sat behind a closed door all day?

A No, we will make sure people have the opportunity to mix with their friends and neighbours. We will compensate for the change in environment in

how we structure activities and promote companionship. A variety of activities will be encouraged, both general and friendship specific, e.g. facilitating coffee mornings in individual apartments between friends. It is likely we will increase the hours of the activity co-ordinator.

Q Although we were told that self-funding residents would pay only the fees for The Paddocks while at the temporary facility, I cannot see this anywhere in writing. It would be helpful to have this commitment in writing please.

A Assurances are given that the move to extra care will be at no extra cost to the individual, subject to there being no change in their level of care need. In addition, apartments will be fully furnished by the Council for residents moving across from The Paddocks. Should an individual choose to move into another care home, financial assistance will be provided up to the Council's published fee band levels. This will be reiterated to all residents and their families in up-dated letters.

Q Once The Paddocks has been redeveloped, will the staff that transferred to the extra care facility move back to the new Paddocks?

A All staff will be given the opportunity to move back to the new Paddocks if they wish. However, some may choose to remain working at the extra care facility and individual preferences will be accommodated wherever possible. It is expected that additional staff will need to be recruited once both facilities become operational.

Q If my mum relocates to the extra care facility, can she remain there if she wishes to do so once the new Paddocks is built?

A Yes, if she chooses to remain at the extra care facility she may do so. However, discussions may need to be had surrounding the fees payable.

Q How firm are the proposals? Will this definitely happen?

A The Council and OSJCT are seeking your views on the proposals prior to Council Member approval being sought in September. If approval is granted for the redevelopment, the funding has already been identified and it is anticipated that work could commence on site in Summer 2011.

Q Will these proposals be affected by the Autumn Spending Review?

A No, funding for the extra care scheme has already been received and the Orders of St John Care Trust are funding the redevelopment of The Paddocks and therefore it should not be affected by the Autumn Spending Review.

Q I am concerned about the public access to the communal facilities at the extra care facility. Will it be possible for people to target the vulnerable residents of the scheme?

A Each resident of the scheme will have a comprehensive risk assessment completed. Additionally, appropriate safety measures will be put in place and will be constantly monitored by the staff. This may include staff being stationed within the communal areas or creating an additional lounge within the residents part of the scheme.

Q My mother has mild dementia. Will it be possible for her to leave the scheme from the communal areas?

A The safety of the residents is paramount and therefore the Council and OSJCT will ensure that the scheme is as safe for the residents as The Paddocks. Each resident will have a comprehensive risk assessment completed, and this will outline the interventions required. This may include additional staff support being provided or the use of assistive technology.

Wiltshire Council

Cabinet

14 September 2010

Subject: Annual Report to Tenants – Wiltshire Council Housing Management

Cabinet Member: Councillor John Brady, Portfolio Holder for Economic Development, Planning and Housing

Key Decision: No

Executive summary

The Annual Report to tenants by Housing Management is a statutory requirement of the regulatory authority for social landlords, the Tenant Services Authority (TSA). Cabinet's approval of the Annual Report is sought before it is published by the required date of 1 October 2010.

Proposal

It is recommended that Cabinet approve the Annual Report for publication.

Reason for proposal

The proposal is made so that the Council can meet the statutory TSA requirement of publication of the Annual Report by the deadline of 1 October 2010.

GRAHAM HOGG

Service Director - Housing
Department of Neighbourhood & Planning

Wiltshire Council

Cabinet

14 September 2010

Subject: Annual Report to Tenants – Wiltshire Council Housing Management

Cabinet Member: Councillor John Brady, Portfolio Holder for Economic Development, Planning and Housing

Key Decision: No

Purpose of report

1. The Annual Report to Tenants by Housing Management is a statutory requirement of the regulatory authority for social landlords, the Tenant Services Authority (TSA). Cabinet's approval of the Annual Report is sought before it is published by the required date of 1 October 2010.

Background

2. The TSA is the new regulatory authority for social landlords, and this is the first Annual Report to be produced to meet their statutory requirements. One of these is that the Report must be published by 1 October.
3. The Annual Report has been prepared in consultation with a number of volunteer tenants who have provided feedback, and considered by the Tenants' Panel at their meeting on 6 September 2010. Early drafts of the report were also circulated for comment to the relevant Portfolio Holder for Economic Development, Planning and Housing, and to the "three star" housing organisation, Poole Housing Partnership, to seek peer review.

Main considerations for the council

4. The Annual Report sets out the Council's performance in delivering its service to tenants during the financial year 1 April 2009 - 31 March 2010. In view of its recent Audit Commission inspection of Housing Management's landlord services, and the Improvement Plan arising from it, the Housing Management section is keen to ensure that it meets the 1 October 2010 publication deadline.
5. It should be noted that due to the timescale for publication of the Annual Report, and the deadlines for circulation of this Cabinet report, the version of the Annual Report attached ***is a first proof rather than the final version.***

Environmental impact of the proposal

6. CO₂ emissions from council housing are not included in the Council's carbon footprint; however, they make a contribution to Wiltshire's carbon footprint as a whole. The Annual Report outlines how the Council is promoting energy efficiency with its tenants and what it is doing to improve the SAP rating of its housing. Wiltshire Council housing is currently in the second quartile for energy efficiency nationally, but improvements are being made to enable it to reach the top quartile for energy efficiency by 2012.
7. The environmental impact of publishing the Annual Report itself mainly arises from its printing and the volume of paper required to produce copies (32 pages) for all 5,373 tenant households, and the transport emissions arising from its physical distribution. After careful consideration and consultation with other housing organisations about how they intend to publish their reports, it has been decided to publish the Annual Report on the Council's website, and to print 400 copies to be available to tenants and other interested parties on request, with their availability publicised in the magazine "Housing Matters" which is distributed to every tenant.

Equalities impact of the proposal

8. The Annual Report will be made available in other formats on request and this is advertised in the usual accessibility statement on the back page.

Risk assessment

9. There is a risk if the Annual Report does not reach tenants by the TSA deadline of 1 October 2010, that this will have an adverse affect if there is a re-inspection of the Council's landlord services, as the Council wishes to demonstrate improvement in this area.

Financial implications

10. The Annual Report sets out the performance of Housing Management in running its service during 2009-2010 and contains financial information on the Housing Revenue Account, including information on income management, expenditure on planned and responsive maintenance, and overall management costs in running the service. The Finance section had only minor comments on a couple of details in the Annual Report which will be incorporated.

Legal implications

11. The publication of the Annual Report to tenants by 1 October 2010 is a legal requirement of the TSA. There are no other specific legal or Human Rights considerations, and the Legal section had no comments to make on the Annual Report.

Conclusions

12. The publication of the Annual Report is a requirement of the TSA and an essential part of the Council's management of its housing stock.

GRAHAM HOGG

Director of Housing
Department of Neighbourhood & Planning

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The following unpublished documents have been relied on in the preparation of this Report:

None

Appendices:

Appendix 1 – Draft Annual Report

Wiltshire Council
Where everybody matters

Wiltshire Council
Housing Management
Annual Report for 2009/2010

Expanded customer service point at Milford Street –
New council offices at Bourne Hill

Foreword



I regard our stock of council properties in the south of the county as a valuable asset with no question of going for disposal via a further tenant ballot. It is clear that the south Wiltshire tenants are not prepared to move to being managed by a housing association and have rejected this in two previous ballots. We are currently building new council houses in both south and west Wiltshire for the first time in many years and we hope there will be further opportunities to provide much needed new affordable homes using council-owned land in the future. Our key focus is tenant satisfaction and this report sets out the standards we aim to achieve.

The Audit Commission report has been a challenge. It highlighted many areas of weakness in the department. We have reacted in a positive manner to the criticisms and have developed a good quality improvement plan that addresses all the issues. The formation of the Housing Commission to oversee this involves outside expertise as well as tenant representatives. This has spawned a number of initiatives, not only to address the shortcomings, but also to improve tenant involvement. We are also conducting pilot schemes to make council estates better places to live, with improvements to common areas and better re-cycling facilities.

In summary, it is the intention to make this service a vibrant pro-active service looking to the future but, maintaining the best possible standards for our tenants.

John Brady

Councillor John Brady, Portfolio Holder for Economic Development, Planning and Housing.

1st October 2010



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Introduction

This report covers the financial year from 1 April 2009 – 31 March 2010, which was the first year the housing stock was managed by Wiltshire Council, after its transfer from the ownership of Salisbury District Council.

This is the first report that has been produced since the Tenant Services Authority (TSA) took over regulation. The TSA is the regulator for social housing in England.

The report has been drawn up in consultation with a dedicated group of six tenants including representatives from the Tenants' Panel and Sheltered Housing Forum who advised us at the start what they wanted to see in the report. The report was then taken to the Tenants' Panel to seek their approval, and also to the council's cabinet for final approval before publication.

As part of the process of producing the report we have also been working closely with the "three Star" leading housing organisation Poole Housing Partnership which has provided excellent advice on best practice. We have compared our performance with other councils using the "Housemark" bench-marking club, and arranged a programme of field trips to other housing organisations recognised as leaders in a particular area, to learn more about best practice.

The background to this report is the Audit Commission inspection in February 2010 that found that the council's landlord services were offering a no star/poor service with uncertain prospects for improvement. The Audit Commission's report and the council's Audit Inspection Improvement Plan can be seen on the council's website on the following page:


<http://www.wiltshire.gov.uk/housing/housingmanagementpublicationspage.htm>

Alternatively a copy can be requested from our public reception at 27-29 Milford Street, Salisbury, Wiltshire SP1 2AP. Tel. 01722 336272, HSGMail@wiltshire.gov.uk.

As a result of the Audit Commission's assessment, the council quickly drew up an Audit Inspection Improvement Plan which seeks to build on the good aspects of our service that the Audit Commission recognised. These included the fact that nearly all our homes reached the government's decent homes standard ahead of target, that we have an excellent record on gas servicing, and high levels of satisfaction with our repairs service. The Improvement Plan addresses the areas of weaker performance, particularly around equality and diversity and customer care issues, improving policies and procedures and our leaflets, developing a strategy for our assets, making more efficient use of staff resources for our repairs service, and reducing reletting times for empty properties.

The overall aim of the Improvement Plan is to ensure that we will be in the top quarter of councils which still own their homes by March 2012. We have tried to avoid jargon in this report, but where there are references to 'upper quartile, that is what it means: to be in the top quarter or 25% of landlords.

The layout of this report is based around the five TSA standards that apply to our service. We set out what the TSA standard is, the required outcomes, and then our service standards that were



drawn up in consultation with the Tenants' Panel. These service standards will be developed over the next six months, in partnership with the Tenants' Panel, into a strong 'Local Offer' of what our service aims to deliver to you, our tenants. This local offer will be contained in a prospectus that will feature what we regard as the best deal for the future of council housing in Wiltshire.

In assessing whether our service meets the standards we have sought the views of a range of tenants including members of the Tenants' Panel and Sheltered Housing Forum, our literature review groups, and also carried out a 'mystery shopping' exercise over the summer to test our service. A consultant worked with a group of volunteer tenants to test the full range of our service and provided a report with the group's findings. This has helped us get extra feedback and identify areas of weakness where we need to improve.

Background

This report sets out the new regulatory framework that social housing providers have had to meet from April 2010 as laid out by the TSA. At its heart are six standards and against each of these we have described the outcomes landlords should meet and our specific expectations of them.

This Annual Report will following format:

- the TSA Standard
- our service standards
- our performance
- our self assessment and improvement plan

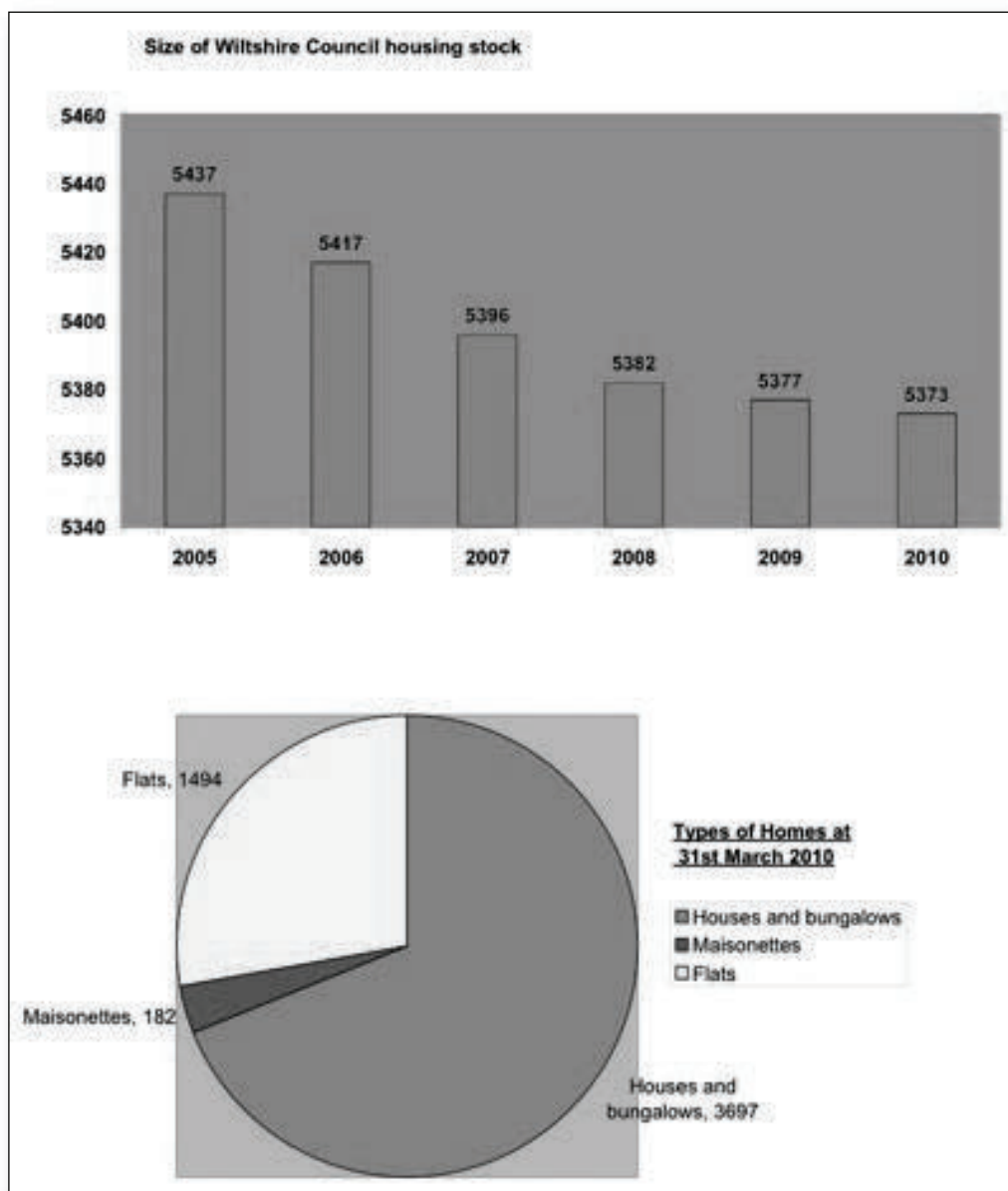
The six standards cover:

1. **Tenant involvement and empowerment** – which contains requirements relating to customer service, choice and complaints; involvement and empowerment; and understanding and responding to diverse needs of tenants. This standard offers opportunities for their tenants to agree local offers, to take into account:
 - standards of performance offered to tenants
 - how performance will be monitored, reported to and scrutinised by tenants
 - what happens if local offers, having been agreed with tenants, are not met, which may include redress for tenants
 - the arrangements for reviewing local offers on a periodic basis.
2. **Home** – which contains requirements relating to quality of accommodation; and repairs and maintenance
3. **Tenancy** – which contains requirements relating to allocations; rent; and tenure
4. **Neighbourhood and community** – which contains requirements relating to neighbourhood management; local area co-operation; and anti-social behaviour
5. **Value for money**
6. **Governance and financial viability** – this standard does not apply to local authorities and is not, therefore, included in this report. However, tenants should be assured that as part of Wiltshire Council the service we provide is properly governed and financially sound. Over the past year we have established a Housing Commission involving councillors, tenants, staff, and representatives from other local housing organisations including the ‘three star’ Poole Housing Partnership, to provide strategic direction to our service.

The background – our housing stock

How many homes do we manage?

The number of homes we manage has been steadily decreasing. This is due to the Right to Buy scheme, although the rate at which homes are being sold has reduced, and the council has now started the process of trying to build new homes for the first time in a number of years.



Section 1 - Customer service, choice and complaints

A - TSA Standard 1

Required outcomes

Registered providers shall:

- provide choices, information and communication that is appropriate to the diverse needs of their tenants in the delivery of all standards
- have an approach to complaints that is clear, simple and accessible that ensures that complaints are resolved promptly, politely and fairly.

Specific expectations

Registered providers shall provide tenants with accessible, relevant and timely information about:

- how tenants can access services
- the standards of housing services their tenants can expect
- how they are performing against those standards
- the service choices available to tenants, including any additional costs that are relevant to specific choices
- progress of any repairs work
- how tenants can communicate with them and provide feedback
- the responsibilities of the tenant and provider
- arrangements for tenant involvement and scrutiny.

Providers shall offer a range of ways for tenants to express a complaint and set out clear service standards for responding to complaints, including complaints about performance against the standards, and details of what to do if they are unhappy with the outcome of a complaint. Providers shall inform tenants how they use complaints to improve their services. Registered providers shall publish information about complaints each year, including their number and nature, and the outcome of the complaints. Providers shall accept complaints made by advocates authorised to act on a tenant's/tenants' behalf.

Involvement and empowerment

Required outcomes

Registered providers shall support co-regulation with their tenants by:

- offering all tenants a wide range of opportunities to be involved in the management of their housing, including the ability to influence strategic priorities, the formulation of housing-related policies and the delivery of housing-related services
- consulting with their tenants and acting reasonably in providing them with opportunities to agree local offers for service delivery
- providing tenants with a range of opportunities to influence how providers meet all the TSA's standards and to scrutinise their performance against all standards and in the development of the annual report
- providing support to tenants to build their capacity to be more effectively involved.

Specific expectations

Registered providers shall consult with the tenants on the desirability and scope of local offers in relation to services to meet the following TSA standards: tenant involvement and empowerment, home and neighbourhood and community. In providing opportunities for tenants to agree local offers by no later than 1 April 2011 they shall offer commitments on:

- local standards for performance.
- how performance will be monitored, reported to and scrutinised by tenants.
- what happens if local offers are not met (including procedures of redress).
- arrangements for reviewing the local offers on a periodic basis.

Registered providers shall enable tenants' opportunities to scrutinise the effectiveness of their policies in relation to tenant involvement.

Registered providers shall inform tenants about the results of their consultations on issues related to the standards.

Registered providers shall consult with their tenants, setting out clearly the costs and benefits of relevant options, if they are proposing to change their landlord or when proposing a significant change in their management arrangements.

Registered providers shall consult tenants at least once every three years on the best way of involving tenants in the governance and scrutiny of the organisation's housing management service. They shall ensure that any changes to tenant involvement in governance and scrutiny leads to an enhancement of the overall effectiveness of their approach.

Understanding and responding to the diverse needs of tenants

Required outcomes

Registered providers shall:

- treat all tenants with fairness and respect
- demonstrate that they understand the different needs of their tenants, including in relation to the seven equality strands and tenants with additional support needs.

Specific expectations

Registered providers shall demonstrate how they respond to tenants' needs in the way they provide services and communicate with tenants.

Our service standards - Customer service

We will . . .

- keep our reception areas staffed during opening times, tidy and well stocked with up-to-date, relevant information
- treat all customers fairly according to their individual needs, and provide an interpretation service if English is not the first language
- always be professional and courteous, and ensure that our staff are wearing a name badge.

Correspondence

We will . . .

- aim to respond to letters and emails within 10 working days. Sometimes this is not possible and in these instances we will acknowledge your correspondence within five days, telling you who is dealing with your enquiry and the likely response time.

Reception waiting time

We will . . .

- aim to see you within five minutes of your arrival
- aim to keep all appointments.

Telephone response

We will . . .

- aim to answer the phone within five rings during office opening hours
- ensure that staff give their name and unit name when answering the phone.

Access to our service

We will . . .

- aim to provide an easily accessible service
- provide direct dial phone numbers to make it easier to contact our staff.

Access to personal information

The Data Protection Act 1998 gives you the right to access your own personal data. If you wish to make a request for information, you will need to do so in writing, by email, fax or letter. Please send the request to Wiltshire Council's Corporate Information Team and please provide a clear description of the information you require, your name and contact details. If you need advice or assistance in making a request, please contact the information team using the details below. A charge may be made. Email: foi@wiltshire.gov.uk Telephone: 01225 713643 Fax: 01225 718399 Address: Corporate Information Team, Wiltshire Council, County Hall, Trowbridge, Wiltshire BA14 8JN

Our service standards - Compliments and complaints

Complaints

We work hard to avoid complaints, but when they do arise we use the council's corporate complaints procedure, which can be viewed on the council's website or is available in printed form on request. If you are unhappy with the outcome of your complaint, you can write to the Wiltshire Council's Corporate Complaints Team for a review of your complaint.

We will . . .

- apologise if we get things wrong or make a mistake
- strive to improve our service by learning from our mistakes and making sure they do not happen again
- respond to complaints within 15 working days.

If you need to take your complaint further, we can provide forms for you to take your complaint to the Ombudsman.

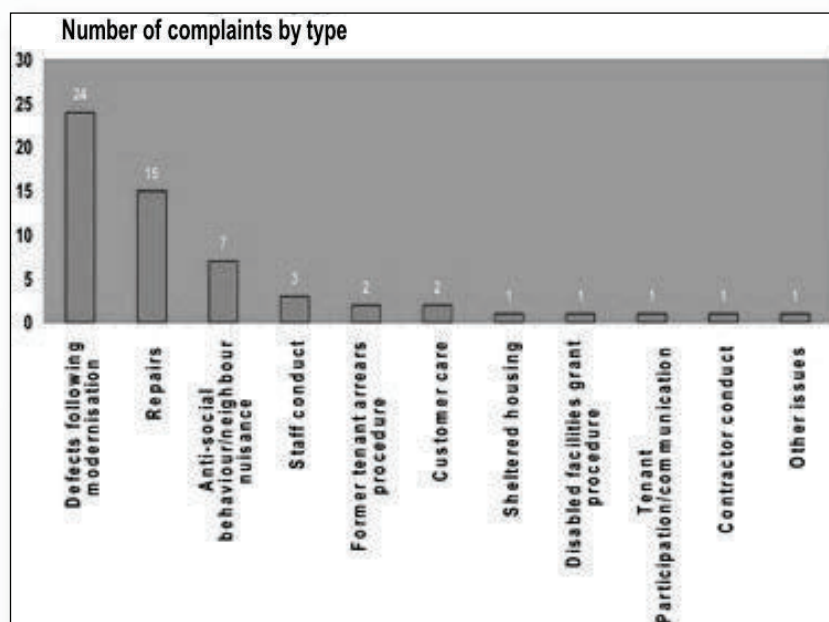
Customer care

We are striving to improve our customer care by having monitored performance for telephone answering and letter response times. We also aim to see any customer in our reception within five minutes of their arrival. Our new reception area at Milford Street has improved access for disabled people. We are also trying to improve our information on any particular communication needs you may have by building a comprehensive 'customer profile'.

Another improvement we are working on in particular is to have a better appointment system for repairs so we can make our visit to you at a convenient time.

Complaints

During the year 2009/2010 we received 58 complaints. While this is a relatively high level of complaints, 24 related to issues arising from modernisation work, some of which concerned initial minor defects that might be expected when extensive work is done, for example to a new kitchen or bathroom, and there is some discussion around what the definition of a complaint is in these circumstances. The next highest category was of complaints about the main responsive repairs service, which might be expected as it is the service most used by our tenants. We endeavour to get every repair 'right first time'. These complaints can be broken down into categories to show what complaints were about-



An analysis of trends and research into the causes of complaints was provided to the Tenants' Panel at their Annual General Meeting in April 2010, and we are keen to learn lessons from complaints that are received. For example as a result of one complaint we have introduced a new procedure to check with every "keyholder" acting on behalf of sheltered housing tenants, to ensure that they are aware of the duties of a keyholder and have given their consent to taking on this role. Our Handyperson service, introduced following customer feedback, is proving very popular. We have introduced a regular feature in our "Housing Matters" magazine entitled "You Said, We Did" to show how we try to learn from complaints and improve our service.

Compliments

25 significant compliments were also recorded during 2009/10. The great majority were regarding the repairs, handyperson and modernisation services.

New standards – As part of our Improvement Plan we will –

- Ensure that we can assist people with specific communication needs, for example people with limited vision or hearing
- Ensure that all our new public reception areas are fully accessible to disabled people
- Offer appointments and home visits
- Provide local services at our estate offices on Bemerton Heath and The Friary

Our service standards - Sheltered housing

The council has 23 sheltered schemes for elderly people who are able to live independently, but may need some support. The schemes are linked to our Careconnect centre to provide emergency cover 24 hours a day and are located across south Wiltshire.

We will. . .

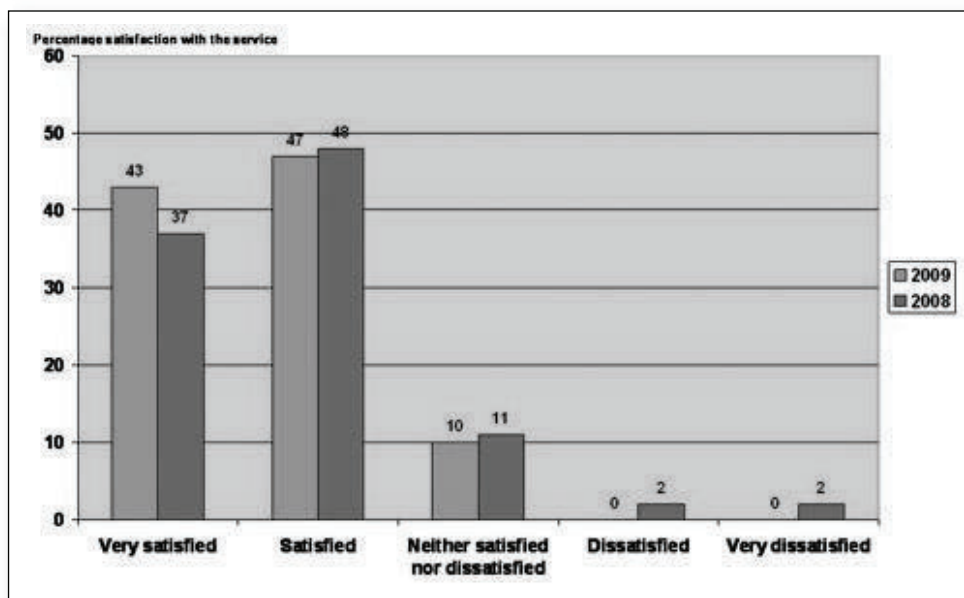
- work in partnership with other support or care agencies on behalf of residents to provide a safe and attractive environment for residents to live in
- provide opportunities for resident involvement and social activities
- aim to achieve a level of satisfaction with the sheltered housing service of over 85%.

Our Service Standards - Providing Support

We provide an alarm service, connecting vulnerable people in the community to the council's Careconnect centre. We will work with Social Services to provide support to people who are vulnerable or who need assistance.

Every year we carry out a survey of our sheltered housing tenants and ask the following question, with the results of our 2009 survey shown below:

How satisfied are you with the overall service provided by the Housing Department to residents in sheltered housing?



Involvement and empowerment

Our service standards - Consultation

We will . . .

- work with residents to improve the service, including the tenants' panel, sheltered housing forum, leaseholder panel and residents' associations
- publicise the dates and venues of meetings at least a month in advance
- actively seek your opinions, views and ideas on how we can improve our service
- promote new methods of participation to seek involvement from all sections of the community
- ensure tenants receive our magazine 'Housing Matters' four times a year
- work with other statutory and voluntary agencies to identify housing needs and develop plans and strategies to meet them
- make information available across a range of formats including email, letter, text, phone, council website and newsletter
- encourage tenants' participation to seek their views on our service, so that over 85% of tenants are satisfied with their opportunities to participate.

In our annual survey we ask tenants how satisfied they are with opportunities to participate and the results of the latest survey are shown below. The figures show some improvement over the previous survey, but clearly there is considerable work to do. We have started implementing the council's agreed Tenant Participation Strategy. We have employed a new member of staff as a Tenant Community Development Officer, and as a result of her work and that of the Tenant Participation Officer, the numbers of tenants getting involved has increased considerably, and satisfaction on opportunities to participate has increased from around 50% to 55%.

Tenants have been joining working groups, undertaking training, working on pilot projects such as "Neighbourhood Voices", joining the editorial board of Housing Matters or helping as reporters, helping on service review groups, and undertaking training. We have gone from have around 40 "involved" tenants to over 300.

We have begun a programme of regular estate inspections and invite local residents and their representatives to participate. We have also begun a programme of regular "mystery shopping" to test our service having recruited and trained a team of tenant volunteers. We will be inviting tenants to take part in field trips to learn from housing organisations identified as following best practice, and continue to involve them in the inspection of our service.

Satisfaction with our service

We carry out surveys every year of overall satisfaction with our service. These surveys ask many questions about aspects of the service however the overall satisfaction figures have been as follows:

All homes-

Overall, how satisfied or dissatisfied are you with your home?

Satisfied 79.62% (77.54%)

Neither satisfied nor dissatisfied 15.24% (16.47%)

Dissatisfied 5.14% (5.98%)

previous year figures in brackets

Performance target: our target is to achieve 85% or higher satisfaction with our service by March 2012

New standards – As part of our Improvement Plan we will -

1. Work with the new "Wiltshire Tenants and Residents' Voice" organisation
2. Work in partnership with tenants on the "Wiltshire Housing Partnership"
3. Include tenants on the new "Housing Commission"
4. Involve tenants in the "Tenants Improvement Steering Group" that is monitoring the implementation of the Improvement Plan
5. Continue to include tenants on the editorial board for "Housing Matters"
6. Invite tenants to take part in service review groups
7. Establish "Finger on the Pulse" – a pilot group for tenants with mental health support needs
8. Feature tenant consultation on the development of our housing strategy
9. Ensure that there is tenant consultation on the review of the corporate approach to domestic abuse.
10. Involve tenants in equality impact assessment panels for new policies

Understanding and responding to diverse needs of tenants

Equal opportunities - Our service standards

We are committed to the principles of equality and diversity in employment and the delivery of services, and opposed to all forms of unlawful and unfair discrimination or harassment.

We will. . .

- make services accessible to all
- treat all people fairly
- provide services and employment in an environment which promotes equality, values diversity and celebrates excellence.

New standards – As part of our Improvement Plan we will –

- Ensure that we can assist people with specific communication needs, for example people with limited vision or hearing
- Ensure that all our new public reception areas are fully accessible to disabled people
- Ensure that our leaflets are available in other formats to assist people with specific communication needs such as limited sight or hearing, or who need them translated
- Build and maintain a "profile" of our customers so that we are aware of your communication needs and preferences
- Carry out equality impact assessments of new policies before they are introduced

One of the key findings of the Audit Commission inspection was that we need to improve our service to take greater account of equality and diversity issues, and understanding the “profile” of our tenants, so that we have a better idea of your individual communication needs. As a result all staff have done a full day of Equality and Diversity training during 2010, and front-line staff have also carried out training on dealing with Hate Crime. We are currently building up a confidential database of your communication needs using the information from the annual STATUS survey, followed up by a telephone survey when forms have not been returned.

Performance target: Our target is to have profiling information on at least 50% of our tenants by March 2012

Our service standards - Disabled facilities grants

We will...

- acknowledge requests within five working days
- work with occupational therapists to assess the need for adaptations for disabled people and assist residents to apply for means-tested grants
- organise and supervise work that is carried out
- aim to process the means-testing part of applications within the statutory guideline times of less than six months and to complete work within one year, subject to a budget for the work being available.


Self Assessment and Improvement Plan on Standard 1

On customer service we believe that we offer a good and improving service to our tenants that has high levels of satisfaction around areas of key importance, particularly repairs and decent homes. We recognise that we have more to do to address the individual communication needs of tenants and are taking immediate steps to address this. We aim to learn from any complaint and improve our procedures when appropriate.

On co-regulation we work with the Tenants’ Panel and Sheltered Housing Forum to give opportunities to get involved in the management of our housing, and influence strategic priorities through these groups and through invitations to get involved printed in “Housing Matters”. We recognise the need to make the Panel and Forum more democratic and representative and to involve leaseholders more. We also need to take more budgetary and value for money issues to these groups.

We give the Panel and Forum the opportunity to formulate policies, but would like to attract and involve a wider range of tenants. We also involve tenants in formulating how we deliver our services via service review groups, repairs satisfaction cards, a letters page in magazine, estate inspections, complaints procedure, mystery shopping. However we still need to expand the range of services that we review with tenants and develop infrastructure to support tenants in their involvement.

On consulting with tenants and acting reasonably in providing them with opportunities to agree local offers for service delivery, we do this by publishing our service standards, performance information and invitations for feedback and involvement. However we need to provide more



comparative performance information from other social landlords. We also need to measure how satisfied tenants are with the opportunities to influence service delivery and involve them in decisions about new methods of involvement. We also aim to address our local offer more specifically by engaging in a programme of consultation to tailor our services to local needs and involve tenants in the implementation of changes.

We provide tenants with a range of opportunities to influence how providers meet all the TSA's standards, via the Tenants' Panel, Sheltered Housing Forum and service review groups. However we need to expand and develop our involvement opportunities for this purpose, including non-traditional or unorthodox ways of engaging difficult to reach groups, and to assess the impact of each. We aim to increase tenant satisfaction with involvement opportunities to 80%.

We scrutinise performance against all standards and in the development of the Annual Report through the Tenant's Panel, Sheltered Housing Forum and service review groups, and by consulting a tenants' focus group on the Annual Report. However we need to help more tenants to scrutinise and understand performance information, challenge managers, and hold the service to account. We also need to develop tenant inspection activity, and have started this by training a team of "mystery shoppers" who have completed their first exercise.

We support tenants to be more effectively involved via in-house training workshops. However we need to publish the impact assessments of the training we have provided, and to make the 'core development programme into a systematic annual programme. We also need to expand the specialist skills development and support opportunities into a more responsive, varied and flexible programme. We also need to involve tenants more in the decisions on the content of training, its value for money and delivery.

We also need do equality impact assessments for all tenant participation activity, and embed participation in all operations of Housing Management, and increase understanding of the importance of tenant participation throughout the organisation. To help implement our Improvement Plan a new Equality and Diversity Officer has been recruited

TSA Standard 2 - Home

- quality of accommodation
- repairs and maintenance

The TSA required outcomes:

Quality of accommodation

Registered providers shall:

- ensure that tenants' homes meet the standard set out in section 5 of the Government's Decent Homes Guidance by 31 December 2010 and continue to maintain their homes to at least this standard after this date
- meet the standards of design and quality that applied when the home was built, and were required as a condition of publicly funded financial assistance, if these standards are higher than the Decent Homes Standard
- in agreeing a local offer, ensure that it is set at a level not less than these standards and have regard to section 6 of the Government's Decent Homes Guidance
- new standards – as part of our Improvement Plan we will ensure that once we meet the Decent Homes for 100% of our housing stock we then maintain them all at this standard in future.

Repairs and maintenance

Registered providers shall:

- provide a cost-effective repairs and maintenance service to homes and communal areas that responds to the needs of, and offers choices to, tenants, and has the objective of completing repairs and improvements right first time
- meet all applicable statutory requirements that provide for the health and safety of the occupants in their homes:

Our service standards - Quality of accommodation

Planned maintenance

We aim to ensure that 100% of the council's housing stock meets the decent homes standard.

As a result of the work carried out over many years to improve our housing stock we are on target to meet the Government's Decent Homes Standard by the end of 2010. At 31st March 2010, 98.3% of our housing stock met the decency standard. Our planned maintenance programme has been published in our "Housing Matters" magazine, and on the council's website.

Planned maintenance programme carried out during 2009-10		
Type of work	Actual completion	Approximate value
Kitchens	174	861,000
Bathrooms	193	431,000
External doors	178	223,000
Replacement heating	178	360,000
Rewires	19	38,000
Roofs	88	410,000
Windows	38	57,000

Our service standards - Energy advice

We will . . .

- aim to ensure that the council's housing stock is energy efficient in order to minimise greenhouse gas emissions, in line with the council's environmental policy
- aim to keep the Standard Assessment Procedure (SAP) rating in the upper quartile of all local authorities
- promote energy efficiency advice included in our housing magazine and work towards the eradication of fuel poverty

SAP Rating for energy efficiency of housing stock

All council's rate the energy efficiency of their housing stock using a system know as "SAP" which stands for Standard Assessment Procedure. The SAP rating for Wiltshire Council stock increased over the year from 67.12 to 68.35.

Comment: Our target for the SAP rating is 72.8 which is upper quartile of local authorities. We have already double glazed our housing stock and fitted loft insulation wherever appropriate, so improvements now concentrating on the scope for using renewable energy such as solar panels or heat pumps. Trials of these measures have already started to see whether they can deliver the service we expect at reasonable value, and where these criteria can be met we hope to improve the SAP rating further.

Our service standards - Repairs

We provide a comprehensive repair and maintenance service to our housing stock, covering responsive repairs, and servicing of gas appliances and hardwired smoke detectors. A list of the repairs the council is responsible for is contained in the tenancy pack issued to all new tenants.

We will . . .

- ensure that repairs are carried out by trained staff who are polite and courteous
- inform you of the target time for every repair and who the contractor will be
- provide a freephone repairs number to report repairs
- aim to carry out over 90% of all repairs within the target time
- aim to carry out over 98% of urgent repairs within the target time
- aim for a repairs service satisfaction level of over 90%
- aim to get every repair right first time and monitor performance on this target
- aim to keep over 99% of appointments
- provide a pre-paid satisfaction survey card with each repair ordered
- post-inspect work, when cost-effective, to ensure excellent service
- service all gas appliances provided by the council on an annual basis using 'Gas Safe' registered contractors
- service all smoke detectors provided by the council on an annual basis
- leave your home clean and tidy after the work
- offer appointments whenever possible at a time convenient to our tenants.

Repairs and maintenance

The council has a duty to carry out certain repairs to its properties. The type of repair and cost can vary greatly. Generally there are four main types of work carried out by the council, these are:

Day to day repairs

Tenants contact Housing staff to report any minor or emergency repairs, which require attention at home or in communally shared areas.

External redecoration

The council maintains the appearance of its stock by painting the exterior of houses and flats usually on a 6 yearly cycle. We do this in partnership with good quality contractors to ensure a good quality finish.

Planned maintenance

The planned maintenance programme is determined by the need to meet the Decent Homes Standard and the council's desire to exceed it.

Preventative maintenance

Contactors are employed by the council to regularly service and replace gas boilers; the service also extends to checking solid fuel, LPG, and oil-fired central heating. The council also ensures that gas and electrical tests are carried out prior to a tenant moving into a council home, and that electric systems in communal areas are tested frequently. In addition to this septic tanks are regularly emptied and maintained.

Day to day repairs

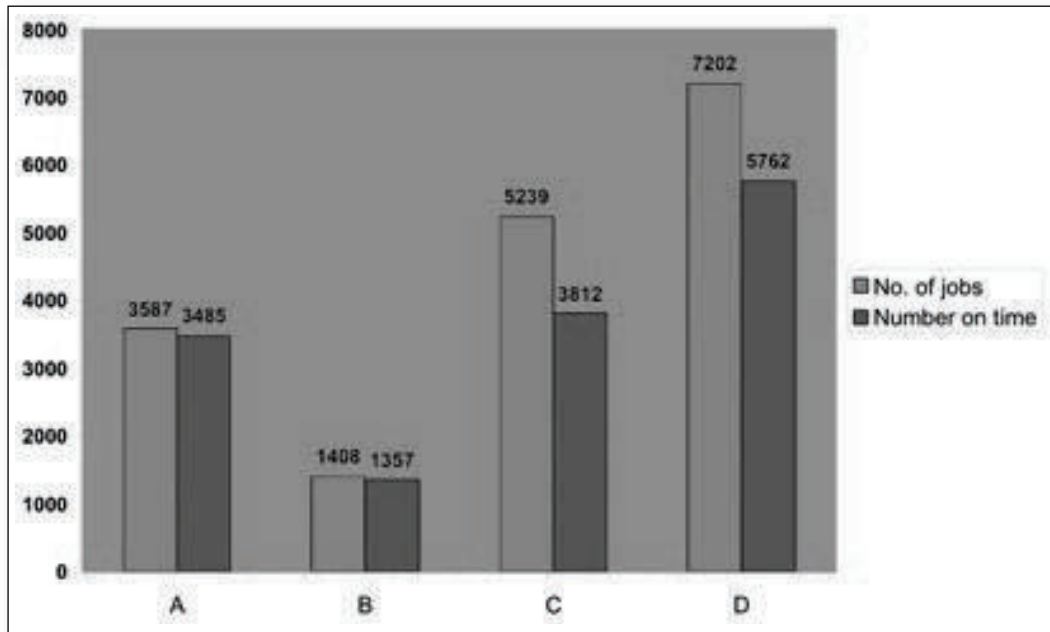
Every repair is given a priority – a target time within which it should be completed. These are as follows:

- A- immediate response
- B- within 24 hours
- C- within 5 working days
- D- within 20 working days

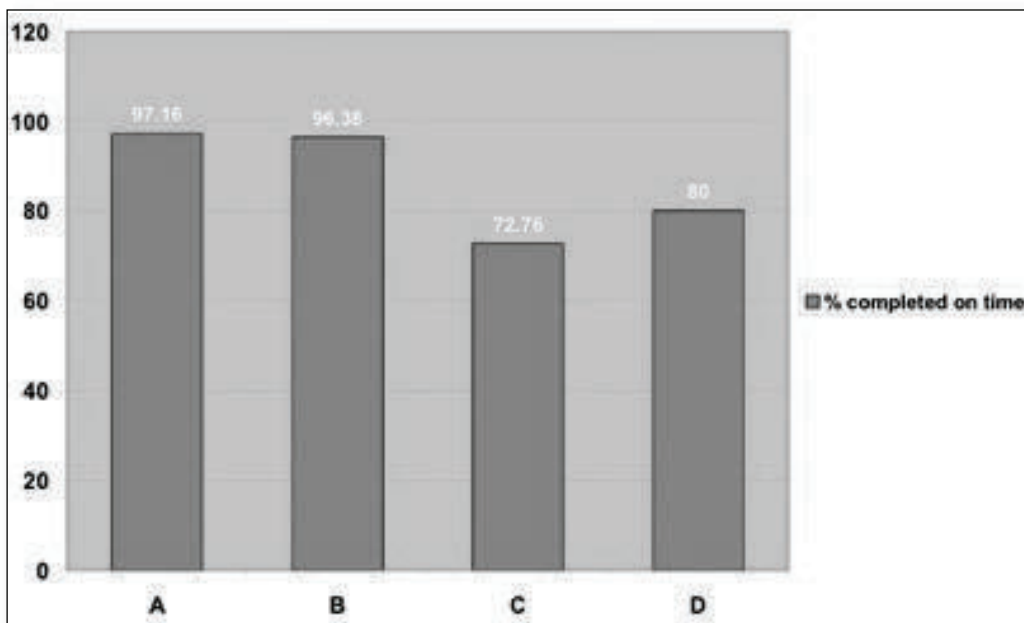
Day to day repair orders issued

Day to day repairs	2009-10
Total jobs	17,436
Actual dwellings where repairs were carried out	4,352
Expenditure	£2,290,356.52
Average job	£126.81
Average for job in council ownership	£112.33
Average per actual dwelling where repairs were carried out	£187.03

Number of repairs completed on time



Percentage completed on time by category of repair



Comment: Our target for **all** repairs completed on time is 90% which is upper quartile for stock retained local authorities. We achieved a figure of around 83% during 2009/10. We are trying to improve all our processes to meet the target by either measure during the current financial year. Our target for urgent repairs is complete 98% on time, again an upper quartile figure, and our performance at 97.16 is close to achieving this figure which we hope to reach during 2010/11.

Results summary

In order for us to monitor the quality of the responsive repairs service we send out a satisfaction survey with every repair ordered. To help us to continue this quality control of repairs we would encourage tenants to return their cards. The table below shows the average level of satisfaction for each question asked by the council on job tickets, which were sent out.

Question	Level of satisfaction as a percentage		
	2009/10	2008/09	2007/08
Was the repair to your satisfaction	96.49	96	96
Was the contractor tidy in his work?	98.45	99	98
Was the contractor polite?	99.05	99	99
Was the repair carried out on time?	91.50	90	90
Were the housing staff helpful and polite?	98.48	98	98

Comment: We are very pleased with the high level of satisfaction with the repairs service which is upper quartile for stock retained local authorities.

Gas servicing – as an issue involving health and safety we give this area of work the highest priority, and achieved 100% of appliances serviced for the year.

Self Assessment and Improvement Plan on Standard 2

We believe we offer a good standard of service on repairs that is reflected in high levels of satisfaction amongst tenants. From the inspection by the Audit Commission we recognise that we need to improve the value for money of our service by doing a lower level inspection of repairs. To assist with this we have issued every tenant with a repairs diagnostic booklet, and are amending our repairs survey to record the percentage of jobs completed “right first time”.

We are very pleased to be approaching 100% of homes meeting the Decency Standard, and 100% of homes with gas having their annual service.

TSA Standard 3 - Tenancy

- allocations
- rent
- Tenure

The TSA required outcomes:

Allocations

Registered providers shall let their homes in a fair, transparent and efficient way. They shall take into account the housing needs and aspirations of tenants and potential tenants. They shall demonstrate how they:

- make the best use of available housing
- are compatible with the purpose of the housing
- contribute to local authorities' strategic housing
- function and sustainable communities
- There should be clear application, decision-making and appeals processes.

Rents

- Registered providers shall charge rents in accordance with the objectives and framework set out in the Government's Direction to the TSA of November 2009.

Tenure

- Registered providers shall offer and issue the most secure form of tenure compatible with the purpose of the housing and the sustainability of the community. They shall meet all applicable statutory and legal requirements in relation to the form and use of tenancy agreements.

Our service standards - Allocations

Allocating empty properties and helping you move

We will. . .

- issue a housing register application form to join the Homes4Wiltshire register
- issue Choice Based Lettings (CBL) application forms
- maintain a 'mutual exchange' register
- provide advice on the 'home-swapper' scheme
- acknowledge your completed application form within five working days
- give you an opportunity to view property that is offered to you.

This report covers the first year of the operation of the new county-wide Choice Based Lettings system operated by Homes4Wiltshire. The figures below show the breakdown of letting during the year. Number of properties that became available to let in 2009/2010 = 300.

Dwellings let to existing tenants	45
Dwellings let to existing tenants of another local authority	10
Dwellings let to existing tenants of registered social landlords	20
Tenant moving across Local Authority boundaries (ie cross-boundary exchanges)	11
Total	86
of which:	
Tenant has moved from outside of Wiltshire	21

Dwellings let to new tenants to social housing.

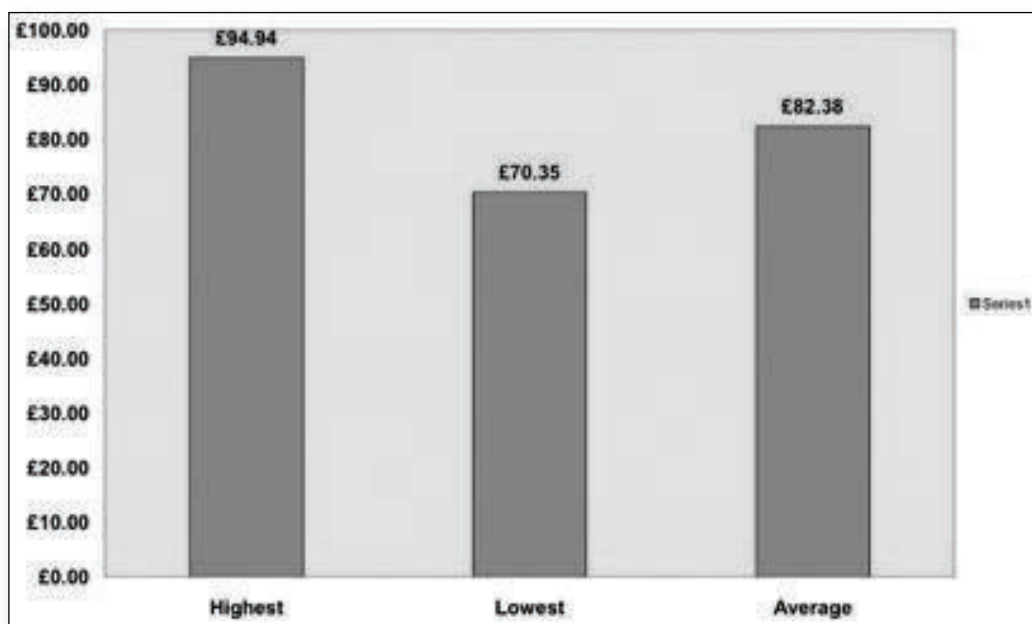
Dwellings let to new tenants on secure tenancies	51
Dwellings let to new tenants on introductory tenancies	249
Total	300
of which:	
Tenant has moved from outside of Wiltshire	33

Our service standards - Rent

We will. . .

- provide you with a rent payment card at the start of your tenancy
- continue to offer flexible options for rent payments including direct debit, payments at the Post Office ,over the phone, or via the internet
- provide you with a rent statement four times a year.

Weekly rent of a 3 bedroom home



How much rent do we charge?

	2009/10	2008/09	2007/08
Average rent for all properties	£76.46	£74.74	£71.78

Rent Increase

Set out below is a comparison of rent increases over recent years. Under the government's restructuring system for setting rents, which applies to all social landlords and requires them to meet a target rent by 2017, there is little discretion in how much the rent is increased by.

	2009/10	2008/09	2007/08	2006/07
Average rent increase	1.83%	2.35%	3.86%	3.57%

Other rent figures

(to nearest £000)

Total rent received for 2009/10	£21,680,000
Rent received as a percentage of total rents due for payment	98.58%
Rent lost through dwellings being vacant	£496,000
Of total rent received, amount received in Housing Benefit	£10,836,000
Total amount of rent written off	£10,836,000

Comparison of rent collected

	2009/10	2008/09	2007/08	2006/07
Rents collected as a percentage of rent due	98.58	98.04	98.61	98.24

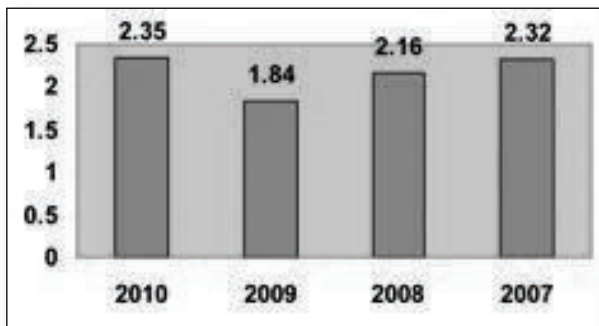
Comment: Our target for this performance measure is 99% which is upper quartile for stock retained local authorities. At the present time our performance is average but we will be seeking to achieve the 99% target by the end of the financial year 2010/11.

Our service standards - Rent arrears

We will aim to keep rent arrears at less than 2% of the amount due.

An important performance measure is rent arrears. The lower we keep this figure, the more we keep our costs down. The figures shown below are a percentage of the total that should be collected.

Rent arrears as a percentage of what is due



Comment: Our target for this performance measure is to reduce arrears to lower than 1.72%, which is upper quartile, to be achieved by the end of financial year 2010/11.

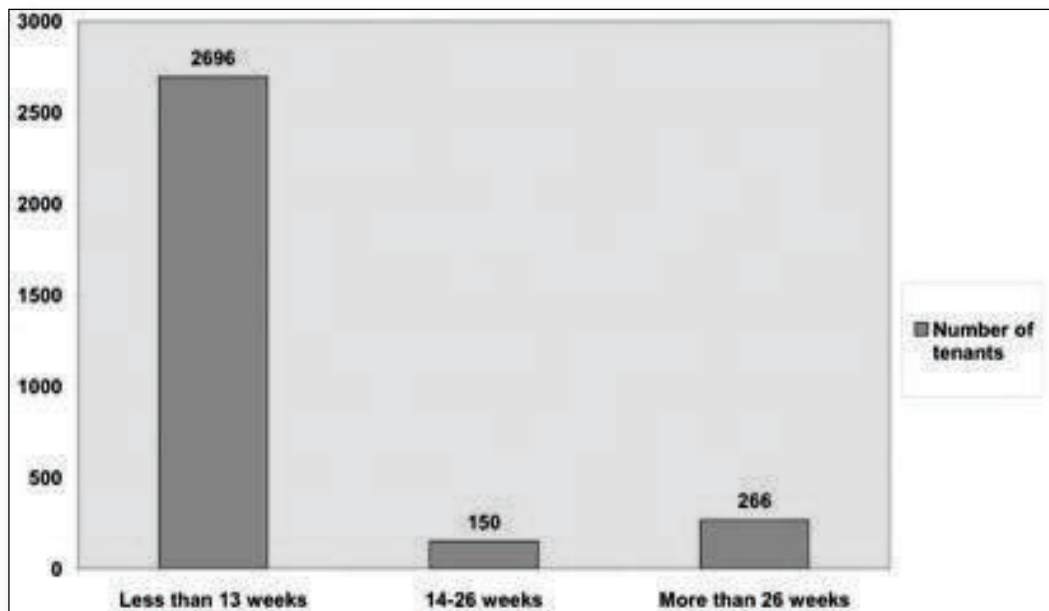
Arrears Statistics

On 31 March 2010 there was £508,682.18 rent arrears owed by current tenants and £229,115.16 by former tenants. Current tenant arrears can be broken down into the following to show the number of tenants owing different amounts:

Amount in arrears



Time in arrears



Housing Benefit

The total number of council tenants in receipt of Council Tax Benefit as at 31 March 2010 was 3197 compared to 3174 in receipt of Housing Benefit for the previous year.

Our service standards - Empty properties

We will. . .

- aim to re-let empty properties in an average of less than 25 days
- ensure that when we re-let a home it meets our published property letting standard.

Empty properties at 31 March 2010 = 54

Vacant properties are an important issue because of lost rent income and families not being housed. There are two different types of empty property.

Long term vacancies

These are properties which are either undergoing major repairs or are being used as temporary homes for tenants whose own homes are undergoing major repairs or awaiting demolition. Comparable figures are set out below on the basis of the number of long term vacant properties, expressed as a percentage of the total homes owned by the council.

Long-term vacancies at 31 March 2010 – 1

Short term vacancies

The second kind of empty property is vacant during the period when the previous tenant moves out and a new tenant moves in. Safety checks on gas and electric supplies are carried out on all such properties, and for some properties minor repairs or redecoration may be needed. Comparable figures are set out below on the basis of short term vacant as a percentage of the homes owned by the council.

Short term vacancies at 31 March 2010 – 53

	31 March 2010	31 March 2009	31 March 2008	31 March 2007
Short-term vacancies as a % of the housing stock	0.98	1.13	1.00	0.87

Short-term vacancies – how long are these properties empty?

Average reletting times

	2009/10	2008/09	2007/08	2006/07	2005/06
Average number of week / days each property was empty	6.14 weeks 43 days	4.37 weeks 30.64 days	4.71 weeks 33 days	4.7 weeks 33 days	5.43 weeks 38 days

Comment: The upper quartile for stock retained local authorities is an average reletting time of 24 days. We are very conscious that this is our worst area of performance and are taking steps to improve as quickly as possible, with a target of being within the upper quartile by March 2012 or sooner, and reducing the average time by a day a month or more in the interim period.

- We have set up an empty property working group to look at how to improve our processes and brought in an external consultant to look at best practice and ideas from top performing organisations.
- We are receiving advice from the “3 star” organisation Poole Housing Partnership, and are working with them to learn from best practice and how to improve our own processes, including a visit to their offices.
- We have employed a new Empty Property Co-ordinator to ensure that there is someone with the dedicated role of improving performance in this specific area
- We are working on producing new policies, procedures and standards for dealing with empty properties.
- We are looking at the properties that suffer from low demand to see what action needs to be taken to make them more attractive to let how to make best use of them as an asset if letting proves too difficult.

Self Assessment and Improvement Plan on Standard 3

Allocations – We have adapted well to the new system of Choice Based Lettings after initial teething problems, but recognise that there is more work to do to make it easier for tenants to understand the new system and bid.

Rents – We collect a high percentage of rent due, and aim to reduce the level of rent arrears further to achieve an upper quartile performance.

Empty Properties – This is our weakest area. We believe that performance in reletting empty homes has suffered because of the changes to our procedures under choice based lettings, and some homes becoming difficult to let. We are seeking to address these issues and also to ensure that the repair part of the process is speeded up to ensure that reletting times are in the upper quartile by March 2012.

TSA Standard 4 - Neighbourhood and community

- neighbourhood management
- local area co-operation
- anti-social behaviour

Neighbourhood management

Registered providers shall keep the neighbourhood and communal areas associated with the homes that they own clean and safe. They shall work in partnership with their tenants and other providers and public bodies where it is effective to do so.

Local area co-operation

Registered providers shall co-operate with relevant partners to help promote social, environmental and economic well being in the areas where they own properties.

Anti-social behaviour

Registered providers shall work in partnership with other public agencies to prevent and tackle antisocial behaviour in the neighbourhoods where they own homes.

Neighbourhood management

Our service standards - Enforcement

The council's neighbourhood managers are responsible for . . .

- limiting rent arrears
- trying to resolve neighbour disputes
- ensuring tenants keep their homes maintained by reporting repairs and that other tenancy conditions are kept to
- liaising with the police and other agencies to tackle problems of anti-social behaviour in terms of specific targets.

Local area co-operation

There are many areas of our work in which we work in partnership with other service providers. For example we work with other parts of the council in providing grounds maintenance and waste collection. We also work extensively with external partners like the Police, Probation service and social services, when tackling anti-social behaviour and attend multi-agency groups to co-ordinate our response. In providing support to vulnerable residents we work closely with social services, care providers, and health professionals. In providing support to tenants with financial or other difficulties we work with groups like Community 4, the Citizens' Advice Bureau and other money advice agencies.

Anti-social behaviour

Our service standards - Neighbour nuisance

We will aim to contact both the complainant and the alleged source of nuisance within five working days and within 24 hours in the most serious cases.

Anti-social behaviour

We will . . .

- promote estate walkabouts with tenants' representatives to identify areas for improvement
- maintain a database to record all significant reports of anti-social behaviour affecting our tenants
- make contact with complainants within 5 days of their complaint and keep them informed at least every 4 weeks
- remove graffiti within five working days; racist, homophobic or other offensive graffiti will be removed within 24 hours
- seek to remove abandoned vehicles quickly within the permitted timescales
- seek to remove any dumped rubbish or appliances within five working days
- where necessary take firm action to control anti-social behaviour, including the use of injunctions, acceptable behaviour contracts, parenting orders and anti-social behaviour orders.

The respect standard

Earlier this year we signed up to the Government's Respect Standard for Housing Management. The Respect Standard was introduced by the Government in 2006 as a means to tackle anti-social behaviour. Landlords who are committed to playing their part can sign up and show their support for this drive to improve residents' lives. The Respect Standard is based around 6 key areas:

- 1. Accountability, leadership, and commitment**
- 2. Empowering and reassuring residents**
- 3. Prevention and early intervention**
- 4. Tailored services for residents and provision of support for victims and witnesses**
- 5. Protecting communities through swift enforcement**
- 6. Support to tackle the causes of anti-social behaviour**

Wiltshire Council is fully committed to working with residents to tackle anti-social behaviour, and has been involved with a review group of tenants looking at our procedures and how we can improve them. This has resulted in a new computer database to record and monitor cases, and a number of other measures. These include making sure we respond quickly when new cases are reported to us, and also keep in contact with complainants.

We now have an Anti-social Behaviour Reduction Officer based in our offices, and report on progress to every meeting of the Tenants' Panel. Our officers attend a multi-agency Anti-Social Behaviour Panel to make sure we are working effectively with other organisations.

Respect is about all the common-sense things that make everyone get on better. Treating other people as you would like to be treated yourself, and thinking about the effect our actions have on other people.

Further information on the Respect Standard for Housing Management can be obtained from the Government's Department for Communities and Local Government website:

<http://www.communities.gov.uk/housing/housingmanagementcare/antisocialbehaviour/publication/santisocial/respectstandard/>

Our main target for performance on anti-social behaviour is to respond to the initial complaint with 5 days, and this is being met in around 95% of cases. We monitor all cases using a new computer database which can also be used to look at other performance information, and analyse patterns of complaints by type and area.

Self Assessment and Improvement Plan on Standard 4

On neighbourhood management we have started a programme of estate inspections involving residents, councillors and other involved agencies. We have also carried out a trial of "Neighbourhood Voices", which involves a local representative acting as a point of contact between the council and local residents. We have more work to do in this area but have made a good start.

On nuisance and anti-social behaviour (ASB), our ability to record and monitor has been improved by the ASB database we use, and we have carried out Equality and Diversity training for all staff, including on the reporting of hate crime. We have also signed up to the Government's Respect Standard. We recognise that ASB is an area where we have scored poorly in the annual tenant satisfaction survey, and are arranging further staff training in the Autumn and improvements to our policies and procedures.

TSA Standard 5 - Value for money

The TSA expectation:

In meeting all TSA standards, including their local offers, registered providers shall have a comprehensive approach to managing their resources to provide cost-effective, efficient, quality services and homes to meet tenants' and potential tenants' needs.

Our service

Value for money

The number of full-time equivalent persons employed by the council in relation to its functions in Housing Management is 73. The cost of providing housing management services to our tenants during 2008/09 was an average of £10.26 per dwelling per week. When we carried out detailed benchmarking of our service using the organisation Housemark, our management costs were recognised as being the lowest with other councils still managing their own housing stock. Our aim is to improve performance while keeping our costs low.

We do all the obvious things to obtain best value, like tendering contracts competitively when appropriate, or partnering with established contractors where this offers improved benefits to our tenants. We also look for other less obvious savings, like trying to mail rent statements with our housing magazine to save postage when possible, and introducing electronic systems to save paper. We thought about the best way to publish our Annual Report and considered just publishing it on the internet, but rejected this for the time being as we know from our annual survey that many tenants don't use the internet.

Self Assessment and Improvement Plan on Standard 5

We recognise that there is more work to do on ensuring that we provide value for money and we are working with a consultant on a new range of indicators to monitor this issue.

Self Assessment against the standards

In assessing whether our service meets the standards we have sought the views of a range of tenants including members of the Tenants' Panel and Sheltered Housing Forum, our literature review groups, and also carried out a "mystery shopping" exercise over the summer to test our service. A consultant worked with a group of volunteer tenants to test the full range of our service and provided a report with the group's findings. This has helped us get extra feedback and identify areas of weakness where we need to improve. We have also circulated drafts of this report to Poole Housing Partnership to seek "peer review" of our performance. The self assessment against each standard has been included at the end of each standard during this report.

Annual Report Improvement Plan

Many of the areas of weakness in our service were identified earlier in 2010 during our inspection by the Audit Commission. As a result a lot of improvements to our service have been delivered over the past year, with more to follow. We drew up a detailed Improvement Plan, and therefore we already have a clear strategy that is being delivered. Examples of specific improvements we have made in the past eight months are:

- Established a new Commission involving tenants, councillors and representatives from other housing partners to ensure that tenants are getting the best deal possible.
- Established a Steering Group to ensure that the Audit Commission Improvement Plan is delivered.
- We are working with a newly employed Equality and Diversity officer based in Housing Services to ensure our service meets the needs of the whole community.
- We are making plans to move to new offices at Bourne Hill in November that comply with the Disability Discrimination Act, and our new customer reception at Milford Street is fully accessible for disabled people.
- We have started building an extensive "profile" of our tenants' communication needs and preferences, so that we can, for example, arrange for information to be translated or provided in different formats when needed.
- We are amending our repairs satisfaction survey so we can monitor if repairs are being done right first time.
- We have delivered a repairs diagnostic booklet to every tenant to help identify repairs correctly, and loaded it on our website
- We have trained all staff on Equality and Diversity issues, and also trained front line staff on how to recognise and report Hate Crime
- We have held a staff conference to explain our response to the Audit Commission inspection and the Improvement Plan
- Arranged a programme of visits to other organisations to learn from those identified as following best practice
- We have signed up to the Government's "Respect Standard for Housing Management" as part of our commitment to tackling and reducing anti-social behaviour
- We are reviewing all our policies, procedures, literature, in partnership with tenant volunteers
- A working group is producing a draft of a new tenant handbook to be agreed by the Tenants' Panel.
- We have completed a mystery shopping exercise using a team of specially trained tenants, some of whom also gained a certificate for use as a new qualification
- We have produced and published a new set of service standards in consultation with tenants.
- We have analysed the reasons behind our performance on reletting empty properties and are developing a new staff structure to deliver improvements
- We have provided training for the Repairs Inspectors around the voids standard
- We have improved our referral procedures for Disabled Facilities Grants.



Conclusion

In conclusion, it would be fair to say that the audit commission's assessment of our service in February 2010 came as a great disappointment, but it has served to galvanise staff into delivering the detailed Audit Inspection Improvement Plan that has produced major improvements to our service over the past eight months, monitored by the new housing commission, and a steering group set up to deliver it. We aim to continue this improvement to become a high performing landlord over the next 18 months, but more importantly, to offer you the best possible service. The journey from being an organisation rated as offering poor service to being a top performer over a short period of time is a tough one, but we look forward to working with you to achieve this.

Glossary

Audit Commission – the government controlled organisation that ensures that publicly funded organisations like councils are subject to proper financial controls and offer value for money

Benchmarking – Comparing performance and costs with similar organisations – we use an organisation called “Housemark” to help with this

Housing Commission – set up by Wiltshire Council and includes councillors, tenants, staff, and representatives from other local housing organisations including the ‘three star’ Poole Housing Partnership, to provide strategic direction to our service

Sheltered Housing Forum – the Wiltshire Council organisation made up of elected representative tenants from the sheltered schemes for elderly people

Steering Group – set up by Wiltshire Council to make sure our Audit Inspection Improvement Plan is delivered

Social Housing – housing provided by Local Authorities or housing associations

Tenants’ Panel – the Wiltshire Council group consisting of 15 elected tenant representatives and five councillors, with five other co-opted tenants including a member of the Sheltered Housing Forum

TSA – the Tenant Services Authority, which is the organisation that is responsible for regulating social housing in England

Upper quartile – in the top quarter or 25% of organisations compared with other authorities that have retained their council housing

If you wish to comment on this report please write to:

Business Improvement Manager

Wiltshire Council

PO Box 2281

Salisbury

SP2 2HX

Tel: 01722 434347

Date: 1 October 2010

Information about Wiltshire Council's services can be made available on request in other languages including BSL and formats such as large print and audio.

Please contact the council on **0300 456 0100**, by textphone on **01225 712500** or by email on customerservices@wiltshire.gov.uk

Arabic

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Cantonese

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Urdu

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September 2010

Wiltshire Council

Cabinet

14th September 2010

Subject: Property Sales

Cabinet member: Toby Sturgis - Waste, Property and Environment

Key Decision: No

Executive Summary

1. There is an urgent need to review the existing governance structure for monitoring property sales and decision making. It is proposed that as most of the Council's sales in the short and medium term relate to Workplace Transformation Programme (WTP), then the WTP Board is best placed to perform this role in line with previous Cabinet decisions
2. There are a number of further issues upon which officers request direction from Cabinet relating to the Council's internal processes for property sales; the role of Area Boards within this and the terms of any community asset transfer; and how to deal with 'off-market' disposals should these arise.

Proposal

3. It is recommended that:
 - i. The WTP Board becomes the forum for operational approval of strategic sales and the monitoring of all property disposals recognising that non strategic disposals will be approved by the Area Boards where these do not conflict with the Council's Constitution.
 - ii. Cabinet approves the processes and principles outlined in this report.

Reason for Proposal

4. To provide a governance structure compatible with the delivery of the objectives of the new Council.

Wiltshire Council

Cabinet

14th September 2010

Subject: Property Sales

Cabinet member: Toby Sturgis - Waste, Property and Environment

Key Decision: No

Purpose of Report

1. To invite Cabinet to review the governance and processes in respect of the disposal of property assets.

Background

2. Prior to the formation of Wiltshire Council each of the former District and County Councils had their own process for dealing with the disposal of surplus property assets.
3. Whilst those systems worked well for those organisations, none of them were designed to deal with the quantity of disposals envisaged by Workplace Transformation Programme (WTP) and the revised Corporate Plan.
4. In addition there are a number of issues that need consideration in relation to the underlying principles in connection with property disposals which have arisen following the formation of the Unitary Council.

Main Considerations for the Council

Governance

5. It is important to ensure that neither the work of Cabinet nor its Member for Property, is distracted by the many issues that are bound to arise through the Council's substantial property disposal programme and that decisions can be taken in a timescale that reflects the current market conditions.
6. The WTP Board will receive regular highlight reports from Strategic Property so it can be satisfied that the targets for capital receipts, revenue savings, and carbon reduction are being achieved. Where necessary these reports will identify any issues arising from the various other workstreams that may have an impact on the disposal programme, and vice versa.

7. It is therefore appropriate that the WTP Board widens its performance monitoring to all property sales. It is further recommended that the WTP Board should have delegated decision making powers in respect of property so far as the Council's constitution permits and that such decisions accord with the Council's Corporate Policies and approved capital budget.
8. Cabinet has already approved the requirement for the WTP to submit a quarterly update report to Cabinet and the WTP scrutiny task group. It is proposed that this report includes an appropriate formal update on property sales and disposals. There may be instances where information on a particular property is commercially sensitive in which case only that element of the report would be considered as a confidential item.

Sales Process

9. Currently, when a property ceases to be used for its existing purpose, then prior to it being declared surplus, its availability is circulated to all Service Directors with an indication as to whether it has previously been approved for disposal by the Council.
10. If one or more Service Directors, registers an interest then it is recommended that the WTP Board should consider the operational benefits of such a request(s) together with all financial implications. In this respect, the Service Director must be able to demonstrate that the Corporate goals that are achieved by the proposed use outweigh benefits to the capital (or WTP) programme of maximising the capital receipt.
11. This will enable the Council to take advantage of opportunities to make the most effective and productive use of its assets whilst recognising the requirement within the Corporate Plan to increase the overall level of capital receipts.

Community Asset Transfer Policy

12. If there is no operational requirement for the property, then in accordance with the report to Cabinet in December 2009 on Community Asset Transfer Policy, elected Members of Area Boards are informed of its potential availability.
13. The policy allows elected Members 3 months to consult, usually through Area Boards, to ascertain whether there are any community uses to which the property can beneficially be put.
14. However, where a property has a substantial value and is ring-fenced to fund WTP or a specific corporate project, this Policy could potentially

delay a sale, and also raise expectations when there is little chance that Cabinet will be in a position to approve a community use.

15. Accordingly, it is suggested that in such cases Area Board elected Members are informed if a surplus property has been identified to fund a strategic corporate project, or if it has a value in excess of, say, £250,000.
16. It is recommended that a similar approach should be taken where property is being sold to a third party to deliver a corporate policy or statutory function such as affordable housing.
17. The December 2009 Cabinet report encouraged Area Boards to prioritise community projects and in such cases Council officers will be pro-active in exploring ways in which such schemes can be delivered.
18. For the sake of clarity, under the Cabinet resolution on strategic properties, elected Members of Area Boards cannot approve or reject community proposals, only recommend Cabinet to do so. Area Boards can make decisions on non-strategic properties.
19. In order to reduce the workload on Cabinet and to speed decision making, it is suggested that decisions on all applications relating to strategic properties should be delegated to the WTP Board within the framework of Corporate Plan and Cabinet approved budget requirements.
20. There would be a presumption to reject applications in respect of properties that have been ring-fenced for strategic projects, including WTP, given that the disposal of these properties has in effect been approved by the setting of the Council's budget and the receipt will have been an intrinsic part of the overall funding proposal approved by Cabinet.
21. While the transfer and disposal of all *strategic* assets will be referred to Cabinet or the WTP Board, the majority of applications in respect of the disposal of non-strategic assets with a value below £250,000 will be referred for decision to the Area Boards provided they are supported by robust and appropriate business cases that benefit local communities.
22. Consideration also needs to be given to the terms of any Community Asset Transfer.
23. Where the property concerned is land, in order to be consistent then this should be transferred to the community group (including Parish or Town Councils) on the same terms as those which were passed across to Salisbury City Council.
24. These contained a condition that the property can only be used for community purposes, the definition for which is very broad. There is a

further condition that if the community group serves notice that the land has ceased to be used for community purposes then it immediately transfers back unfettered to the Council at nil cost. This clause protects long term public access and benefit from the asset and is known as a “reverter” clause,

25. If the asset is no longer required for a Community use, Wiltshire Council then has 5 years to secure planning consent, funding, and to use the property for a statutory purpose. If it does not do so then the Council will sell the land and the net proceeds of sale will be shared equally between the Council and relevant party. The sharing of the sale receipt should only apply where the community group is a local Council other than in exceptional circumstances.
26. However, the situation is more complex where the surplus property is a building.
27. The imposition of such a condition in a transfer is likely to inhibit the community group from raising finance or grants secured against the asset, which would undermine the principle of creating sustainable community assets
28. Accordingly, to support a community project an alternative to imposing the ‘reverter’ condition would be to allow the funding identified in the Group’s business plan to be first call on the proceeds of any future sale.
29. There will be instances where the reverter clause, even if it is subject to a funder’s first call, could act against the spirit of the Community Asset Transfer Policy. For instance over time the property could become obsolete or too small for its intended purpose, and the Group wants to use the sale proceeds for replacement premises.
30. In such cases the clause could be written in such a way as to allow for the reverter to be passed across to the replacement property.
31. Another example is that a local Group might have funded substantial repairs that increase the value of the property but its project subsequently fails. The Council may wish to consider on an individual case basis whether the ‘additional’ or possibly the entire value of the asset should remain available for other identifiable capital projects in the local area.
32. It should be noted that Wiltshire Council has inherited from all the previous authorities a number of buildings that are leased to local councils, community and charitable organisations.
33. These leases are on varying terms in respect of rent and repairing obligations.

34. In light of the legal responsibilities placed on the council as a 'corporate landlord' work is on going to analyse the various terms and conditions in existing leases. Where possible these will need to be restructured to be consistent with the policy proposals being developed by WTP for sustainable and appropriate use by partners of the estate.

Open market sales

35. If there is no operational or community requirement for a 'surplus' property, then in the vast majority of cases these will be sold on the open market.
36. The property market is currently in a depressed state over many sectors. Accordingly, officers in Strategic Property are exploring innovative methods of disposal to secure the best price, as well as stimulating social and economic development.
37. For instance in respect of some development sites consideration is being given to helping developers' cash flow by potentially funding infra-structure or foregoing the land value in return for a percentage of the sale price of the finished product, thereby benefiting from any future inflationary rises.
38. A further report will be submitted to Cabinet on innovation including the above and similar joint ventures at a future date.
39. In the majority of cases, it is better to sell development sites on the basis that the purchaser secures planning consent rather than the Council submitting an application to its own Regulatory Committee and this is the approach that is currently being taken.
40. This will mitigate any perception amongst objectors of any Council bias.
41. As part of this, the Council will, where appropriate, include a planning brief to accompany the sales particulars. Such a brief will not go beyond Local Plan Policies without the approval of the WTP Board, which if forthcoming would lead to the sale being conducted through the European Procurement Regulations.
42. Where there is considerable interest in a property, the Council normally invites potential purchasers to tender an offer by a specified date.
43. Any subsequent offer after the closing date by any of those original bidders is rejected as the invitation is to submit their **best and final** offer.
44. However, the former County Council experienced a situation where there was keen interest in a house. Potential purchasers were invited to tender as set out above.

45. Shortly after the best offer had been accepted, another potential purchaser submitted a higher bid. That bidder had not previously been in a position to submit a tender as he had not at that stage sold his house to finance the transaction.
46. As contracts had not been exchanged, the Council was obliged to consider the subsequent bid to comply with S123 of the Local Government act, obliging it to obtain the best price possible.
47. Therefore both parties were invited to sign a binding contract, inserting their final bid, by a specified date with the Council accepting the highest price. This became adopted as policy by the former County Council and was known as the 'Durrington' procedure.
48. Council officers try to ensure that such situations are rare by ensuring that all legal documents are available when properties are offered for sale, so far as this is possible. It is recommended that Wiltshire Council continues with the previous County Council approach which is in line with the LGR regulations remains in force unless subsequently changed by Cabinet.

Off-market sales

49. There will be rare occasions where there are benefits in dealing with only one interested party. This may be to a special purchaser (usually the owner of adjoining land thereby generating 'marriage' value) which could not be matched through an open market disposal.
50. Another instance may be where there are clear regeneration or welfare benefits in dealing with one party alone to achieve a specific policy objective of the council.
51. In both circumstances, if there is an 'off market' sale proposal, the WTP Board should not make the decision but submit recommendations to Cabinet, so there is a specific audit trail.
52. An exception may be where there is only one conceivable purchaser, such as a householder wishing to acquire adjoining land to extend his/her garden.
53. Officers are receiving a considerable number of such approaches from house owners which impacts on staff time and Council resources when the priority is to deliver the WTP and other corporate projects to support the Corporate Plan. It is acknowledged that to dismiss such requests is incompatible with the Council's promise of 'Wiltshire where everybody matters'. The WTP Board will be asked to consider an operational policy to address such approaches.

54. Work is continuing on this matter, and accordingly, it is suggested that all such requests are put on hold temporarily. During that time officers will obtain tenders from consultant lawyers and valuers to deal with such requests for a fixed fee. Assuming that Service Directors and the elected Members of the appropriate Area Board have no objection to the sale, then the applicant will pay the valuer's fee in advance. The Council will undertake to sell at the valuation price. The fee is non-returnable if the value transpires to be unacceptable to the applicant. The same would apply in the respect of the lawyer's fee in the event that the applicant withdraws. It will be necessary to consult Area Boards on the above operational approach.

Environmental Impact

55. This is a policy report which does not have any direct environmental impact. There may be environmental issues connected with some specific proposals but these will be dealt with as part of the individual assessment of each case. The sales linked to WTP will specifically reduce the Council's Carbon emissions as the properties disposed of will, in the main, be either redeveloped to modern standards or be put to more suitable (and less Carbon intensive) uses than is currently the case.

Equalities Impact

56. When considering a community asset transfer, the Council will need to ensure that any asset transferred will be legally compliant in relation to the proposed purpose and fully compliant with accessibility and other equalities considerations.

Risk Assessment

57. The proposals will improve governance in relation to the sales process thereby mitigating the risk of any legal challenge.

Financial & Legal Implications

58. The Capital Programme has been structured to reflect the receipt of £17.5m from the office rationalisation element of the WTP programme.

CARTON BRAND

Director of Resources

Author: M. Hunnybun
Strategic Projects and Development Manager

Background Papers

Unpublished documents relied on - None

Wiltshire Council

Cabinet

14 September 2010

Subject: Annual Governance Statement 2009/10

Cabinet member: Fleur de Rhé-Philippe – Finance, Performance and Risk

Key Decision: No

Purpose of the report

1. To ask Cabinet to consider a draft Annual Governance Statement for 2009/10 for preliminary comment before final approval is sought from the Audit Committee at its meeting on 30 September 2010.

Background

2. The Council is required, as part of its annual review of the effectiveness of its governance arrangements, to produce an Annual Governance Statement (AGS) for 2009/10. This has to be signed by the Leader of the Council and the Chief Executive after final approval by the Audit Committee on 30 September 2010.
3. Based on advice from the Chartered Institute of Public Finance and Accountancy (CIPFA), the AGS should include:
 - an acknowledgement of responsibility for ensuring there is a sound system of governance, incorporating the system of internal control;
 - an indication of the level of assurance that the systems and processes that comprise the Council's governance arrangements can provide;
 - a brief description of the key elements of the governance framework, including reference to group activities where those activities are significant;
 - a brief description of the process that has been applied in maintaining and reviewing the effectiveness of the governance arrangements;
 - an outline of the actions taken, or proposed, to deal with significant governance issues, including an agreed action plan.

4. The AGS for Wiltshire Council should demonstrate how the Council is meeting the six principles of good governance adopted in its Code of Corporate Governance. These principles are:
 - focusing on the purpose of the council and on outcomes for the community and creating and implementing a vision for the local area;
 - councillors and officers working together to achieve a common purpose with clearly defined functions and roles;
 - promoting values for the council and demonstrating the values of good governance through upholding high standards of conduct and behaviour;
 - taking informal and transparent decisions which are subject to effective scrutiny and managing risk;
 - developing the capacity and capability of councillors and officers to be effective;
 - engaging with local people and other stakeholders to ensure robust accountability.
5. The AGS is primarily retrospective. It reports on the assurance framework and measures in place for the financial year 2009/10, but must take account of any significant issues of governance up to the date of completion on 30 September. The AGS should outline the actions taken or proposed to address any significant governance issues identified.
6. The AGS is drafted by members of the Assurance Group, which comprises senior officers who have lead roles in corporate governance and member representatives from the Audit Committee and the Standards Committee.
7. The evidence for the AGS comes from three primary sources - an assurance framework, based on the Use of Resources assessment documents, directors' assurance statements, and from relevant lead officers within the organisation.

Draft AGS - Content

8. A copy of the draft AGS for 2009/10 is attached at Appendix 1.
9. The draft reflects the elements described in paragraph 3 of this report and has regard to revised guidance from CIPFA. The draft is based on work undertaken to date and will be revised in the light of further reviewing of assurance sources by the Assurance Group and any observations of Cabinet, Audit Committee and the Audit Commission.

10. A first draft of the AGS was considered by Audit Committee on 30 June 2010 and the Standards Committee on 21 July 2010. The AGS has been revised to reflect the comments of both these committees.
11. Section C of the AGS describes the Council's governance framework for the relevant period, namely April 2009 to date. The final version will need to reflect the position up to the date of approval and signature in September 2010.
12. Section D provides a review of the effectiveness of the Council's governance framework. This section has been structured to reflect the key governance principles set out in the Council's Code of Corporate Governance.
13. The levels of assurance obtained from the range of audits completed during the year by Internal Audit has led to the overall audit opinion that for 2009-10, the Council's overall control environment must be seen as limited in terms of its adequacy and effective operation. A key factor influencing this outcome has been the major structural reorganisation which took effect from 1st April 2009, moving from five councils into one, and the inevitable significant transition and upheaval which followed as a result. The overall response of management to the various risks and issues raised has been positive and constructive. The need to improve controls is recognised and work is in progress to achieve the desired outcomes.
16. The Assurance Group is obtaining assurance statements from directors in relation to their services. These will be reviewed over the summer period and any issues which impact upon the Council's governance arrangements will be included in a further revision of the draft and highlighted at the next meeting.
17. Section E of the draft AGS requires the Council to identify any significant internal control issues affecting the Council during the relevant period. i.e. the financial year 2009/10 through to the date of publication of the AGS at the end of September 2010.
18. CIPFA guidance suggests that an internal control issue is to be regarded as significant if:
 - the issue has seriously prejudiced or prevented achievement of a principal objective;
 - the issue has resulted in a need to seek additional funding to allow it to be resolved, or has resulted in significant diversion of resources from another aspect of the business;
 - the issue has led to a material impact on the accounts;
 - the audit committee, or equivalent, has advised that it should be

considered significant for this purpose;

- the Head of Internal Audit has reported on it as significant, for this purpose, in the annual opinion on the internal control environment;
- the issue, or its impact, has attracted significant public interest or has seriously damaged the reputation of the organisation;
- the issue has resulted in formal action being taken by the Chief Financial Officer and/or the Monitoring Officer.

19. At this stage the following have been identified as potential significant governance issues in view of their size, complexity and impact on the delivery of the Council's services and priorities:

- **Transformation Programme**

Implementation of the Council's major transformation programme following reorganisation, including Workplace Transformation, transformation of services and harmonisation of policies and practices (including staff terms and conditions);

- **Management of Budget Pressures in 2010/2011**

The economic situation is placing increased pressures on the availability of resources within the public sector. This is, in part, due to the combination of higher take up of some services and a reduction in usage of some discretionary services.

The pressures have been exacerbated by the reductions in availability of resources as the new coalition government aim to tackle the national deficit.

The Council takes regular monthly reports to members, which show the current position against budget and highlight any major variances. These reports reflect the information from the coalition Government's emergency budget in June 2010 and other announced changes. The reports include action plans and management actions with details on how to reduce any potential overspends.

The authority will continue to regularly monitor the final position, report to Members and, where necessary propose and undertake management actions to deal with cost pressures.

- **SAP Financial Systems**

Many of the Council's main financial systems were transferred into the newly-implemented SAP system from 1st April 2009. This represented a very significant transition for the processing of financial transactions, and throughout 2009-10 staff have needed time to become conversant with a wide range of new processes, whilst trying

to ensure that financial functions continue to work within an adequate control environment. This transitional period has therefore had an adverse impact on system controls, which have not been fully effective throughout the year. This has been a contributory factor in internal audit giving an opinion of limited assurance on the Council's control environment for the year. It has also resulted in external audit raising a significant number of recommendations for improvements.

Following the implementation of SAP the Council's financial systems have been undergoing gradual developments and improvements during the latter part of 2009-10, when management has been able to give increased focus and attention to improving control issues. This work is continuing through 2010-11 in order to ensure that financial controls are improved further within SAP systems, and are brought up to the required standard as systems and procedures become more established and robust.

20. Any further significant governance issues that are identified will be reported to the meeting of Audit Committee in September for final consideration and approval.
21. The Audit Commission will be consulted on the content of the draft AGS and their comments will be taken into account in the presentation of the final version to the Audit Committee in September.

Financial implications

22. There are no financial implications arising directly from the issues covered in this report.

Risk Assessment

23. The production of the AGS is a statutory requirement. Ongoing review of the effectiveness of the Council's governance arrangements is an important part of the Council's risk management strategy.

Environmental Impact

24. There is no environmental impact regarding the proposals in this report.

Equality and Diversity Impact

25. There are no equality and diversity issues arising from this report.

Reasons for the Proposal

26. To prepare the AGS 2009/10 for publication in accordance with the requirements of the Audit and Accounts Regulations.

Proposal

27. The Committee is, therefore, asked:

- a. consider the draft AGS in Appendix 1 and to make any amendments or observations on the content.
- b. to note that the draft AGS will be revised in the light of any comments Cabinet may wish to make and the ongoing review work by the Assurance Group. It will then be taken back to the Audit Committee for final approval for publication by 30th September 2009.

Ian Gibbons
Solicitor to the Council and Monitoring Officer

Report Author: Marie Lindsay, Ethical Governance Officer

Date of report: 19 August 2010

Background Papers

The following unpublished documents have been relied on in the preparation of this report:

The CIPFA Finance Advisory Network - The Annual Governance Statement

Appendices

Appendix 1 - Draft Annual Governance Statement

DRAFT

**Annual Governance Statement
2009-10**



A. Scope of Responsibility

1. Wiltshire Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively. We also have a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
2. In discharging this overall responsibility, the Council is also responsible for putting in place proper arrangements for the governance of its affairs, including the management of risk, and facilitating the effective exercise of its functions.

B. The Purpose of the Governance Framework

3. The governance framework comprises the systems and processes, and culture and values, by which the Council is directed and controlled and the activities through which the Council accounts to, engages with and leads the community. It enables the Council to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost effective services.
4. The assurance framework and the system of internal control are significant parts of that framework. They are designed to manage risk to a reasonable level. They cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The assurance framework and the system of internal control are based on an ongoing process designed to identify and prioritise the risks to the achievement of the Council's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The assurance framework also provides a mechanism for monitoring and implementing a system of continuous governance improvement.
5. The governance framework has been in place at the Council for the year ended 31 March 2010 and up to the date of approval of the statement of accounts for 2009/10

C. The Governance Framework

6. The Council's governance framework comprises a broad range of strategic and operational controls, which work together to ensure the sound running and well being of the Council. The key elements are summarised below.

Documents referred to are available from the Council or may be viewed on the Council's website (www.wiltshire.gov.uk).

Purpose and Planning

7. The Council's vision of creating stronger, more resilient communities is set out in the Corporate Plan 2010-2014. The vision is underpinned by the three goals:
 - deliver high quality, low cost, customer focused services;
 - ensure that decision making is local, open and honest; and
 - work together to support Wiltshire's communities.
8. The Council's Medium Term Financial Plan reflects the Council's goals and priorities. The management of the Council's strategic risks helps achieve the Council's objectives.
9. In its Corporate Plan the Council has identified nine priorities which are reflected in the plans and strategies of its services. Detailed service plans are linked to the Corporate Plan by the 'golden thread'.

Policy and Decision-Making Framework

10. The Council's Constitution provides the framework within which the Council operates. It sets out how decisions are made and the procedures which must be followed to ensure that these are efficient, effective, transparent and accountable.
11. The Constitution defines the role and responsibilities of the key bodies in the decision-making process - the Council, Cabinet, and Committees, including the Strategic Planning Committee, Area Planning Committees, Overview and Scrutiny Select Committees, Standards Committee, Audit Committee and Area Boards.
12. Governance and reporting arrangements for the Council are being developed as part of the current review of the Constitution.
13. The Cabinet is responsible for discharging the executive functions of the Council, within the budget and policy framework set by the Council.
14. The Council publishes a Forward Work Plan once a month giving details of all the matters to be considered by the Cabinet over the following 4 months, indicating items which constitute a key decision. Whilst not a legal requirement, the Council also publishes Forward Work Plans for Council and main committees. The Forward Work Plan is included within the Council Summons to increase the profile of this document. This enables Members and the public to be aware of forthcoming business and gives them the opportunity to influence the decision-making process

15. Schemes of Delegation are in place for Cabinet Members and Officers to facilitate efficient decision-making. These are being reviewed as part of the review of the Constitution.
16. The Council has established 18 area committees known as area boards. Each area board exercise local decision making under powers delegated by the Leader.
17. New Overview and Scrutiny arrangements were developed for the unitary authority. They consist of four main select committees covering Resources, Children's Services, Environment, and Health and Adult Social Care. The Select Committees have established a number of standing and ad hoc task groups to undertake detailed monitoring and reviews. Rapid scrutiny exercises have also been undertaken when time constraints existed. The boards of some major projects have also provided for the appointment of a scrutiny member representative.

These bodies and activities serve to hold the Cabinet, individual Cabinet Members and Corporate and Service Directors to public account for their executive policies, decisions and actions.

18. The Standards Committee is responsible for:

- promoting and maintaining high standards of conduct by Members and Officers across the Council;
- determination of complaints under the Members' Code of Conduct;
- oversight of the Constitution, complaints in relation to the Council's services, and the whistle blowing policy.

The Standards Committee is chaired by an independent member.

19. The Audit Committee is responsible for:

- monitoring and reviewing the Council's arrangements for corporate governance, risk management and internal control;
- reviewing the Council's financial management arrangements and approving the annual Statement of Accounts;
focusing audit resources;
monitoring the effectiveness of the internal and external audit functions
- monitoring the implementation of agreed management actions arising from audit reports.

20. The Constitution is reviewed regularly by the Monitoring Officer and the Standards Committee to ensure that it remains fit for purpose. It was last revised in 2008-09 to ensure that it was fit for the purposes of the new Wiltshire Council. The Standards Committee has established a constitution focus group with cross-party membership, which has been tasked with reviewing the Constitution now that the unitary authority has been operational for a year. Any changes recommended by the focus group will be referred to full Council for approval.

Wiltshire Pension Fund

21. The Wiltshire Pension Fund is overseen by the Wiltshire Pension Fund Committee. This Committee has its delegated power from the full Council, rather than the Executive (Cabinet), so as to avoid any conflict of interest (e.g. in relation to the setting of employer contributions).

22. This Committee is responsible for all aspects of the fund, including:

- The maintenance of the fund;
- Preparation and maintenance of policy, including funding and investment policy;
- Management and investment of the fund;
- Appointment and review of investment managers.

23. The Wiltshire Pension Fund Committee exercises its responsibilities in relation to investment management when it sets investment policy and appoints/monitors external investment managers.

Regulation of Business

24. The Constitution contains detailed rules and procedures which regulate the conduct of the Council's business. These include:

- Council Rules of Procedure
- Budget and Policy Framework Procedure
- Financial Regulations and Procedure Rules
- Contract Regulations
- Members' Code of Conduct
- Officers' Code of Conduct
- Corporate Complaints Procedure

25. The statutory officers - the Head of Paid Service (Chief Executive), the Monitoring Officer (Solicitor to the Council) and the Chief Finance Officer have a key role in monitoring and ensuring compliance with the Council's regulatory framework and the law. The statutory officers are supported in this role by the Council's legal services, finance, governance and procurement teams and by Internal Audit.

26. The following bodies have an important role in ensuring compliance:

- Audit Committee
- Overview and Scrutiny Committees and Task Groups
- Standards Committee
- Internal Audit
- External Audit and Inspection Agencies.

29. The council has established an Assurance Steering Group whose membership is composed of senior officers with lead responsibility for key areas of governance and assurance, together with an elected member who is the vice-chair of the Audit Committee, and a member of the Standards Committee. Other officers and members attend by invitation to provide the steering group with information about issues on which the steering group is seeking assurance. Officers can also bring concerns forward to the group for consideration.

The Assurance Steering Group meets regularly, and has a forward work plan. It is responsible for gathering evidence for and drafting the Annual Governance Statement. It identifies significant governance issues throughout the year, and oversees the implementation of measures to address any issues that it identifies. It has a key role in promoting and supporting sound governance across the organisation.

The group is supported by the Chief Executive, who acts as a link between the steering group and the corporate leadership team, ensuring that issues and activities identified by the group are considered and addressed.

Management of Resources, Performance and Risk

Financial management

30. Financial management and reporting is facilitated by:

- monthly reports to Cabinet on the Council's Revenue Budget and Capital Programme
regular review by the Corporate Leadership Team
- bi-monthly consideration of these reports by the Budget and Performance Task Group
- budget monitoring by Service Managers
- compliance with the Council's Budgetary and Policy Framework, Financial Regulations and Financial Procedure Rules
- compliance with external requirements, standards and guidance
- publication of Statement of Accounts
- overseeing role of the Audit Committee.

The Council's financial management arrangements are consistent with the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government, issued earlier in 2010.

Performance and Risk Management Reporting

31. The Council's Corporate Plan identifies the Council's priorities, and

these are cascaded through a comprehensive performance management system to specific action, indicators and targets for services. Progress is reported quarterly, and this also includes progress against the Local Agreement for Wiltshire with partners. SAP Strategy Manager is being implemented to improve the processes used for performance and risk management.

- Performance update reports are received by Cabinet and the Corporate Leadership Team (CLT) on a quarterly basis
- CLT also receives performance information on aspects of its 'scorecard'.

32. The Council's framework policy on the management of resources, performance and risk outlines the way we manage and control the performance, budgets and risks associated with the Council's services in an integrated way. The integration of these processes informs and influences the Corporate Plan and Medium Term Financial Strategy, ensuring a more cohesive approach to managing the business of the Council as a whole.

33. The Risk Management Strategy has been reviewed for the new Council to ensure that risk management arrangements remain appropriate. The revised strategy strengthens risk management arrangements and complies with good practice so that opportunities and threats are identified and managed to help achieve the Council's objectives.

The Risk Management Strategy is approved by Cabinet annually and gives a clear explanation of what risk management is, and what is expected from members and employees in the Council. Quarterly reports which cover the significant risks are submitted to the Corporate Leadership Team on a quarterly basis and to the Audit Committee 6 monthly.

Internal Audit

34. The main role of Internal Audit is to provide an independent and objective opinion to the Council on its internal control environment, comprising risk management, control and governance by evaluating its effectiveness in achieving the Council's objectives.

35. Internal Audit has the following additional responsibilities:

- providing support to the Chief Finance Officer in meeting his responsibilities under Section 151 of the Local Government Act 1972, to make arrangements for the proper administration of the Council's financial affairs;
- investigating any allegations of fraud, corruption or impropriety;
- advising on the internal control implications of proposed new systems and procedures.

36. The annual Internal Audit Plan is based on an assessment of risk areas, using the most up to date sources of risk information, in particular the Council's Corporate and Service Risk Registers. The plan is agreed with Corporate Directors and Service Directors, and presented to the Audit Committee for approval. The Committee receives reports of progress against the plan throughout the year. The Internal Audit Annual Report summarises the results and conclusions of the audit work throughout the year, and provides an audit opinion on the internal control environment for the Council as a whole.

External Audit and Inspections

37. All services of the Council are subject to reviews by external inspection agencies, including the Audit Commission, OFSTED, and the Care Quality Commission (CQC). The results of these inspections are used to strengthen and improve the Council's internal control environment, to ensure the economic, efficient and effective use of the Council's resources and to secure continuous improvement in the delivery of its services.

Directors' Assurance Statements

38. *[Directors' assurance statements are being obtained to provide assurance on the governance arrangements within each department. Any significant governance issues that are identified will be included in the final version of the AGS for approval by the Audit Committee.]*

Monitoring Officer

39. The Monitoring Officer has not made any adverse findings in the course of the exercise of his statutory responsibilities.

D. Review of Effectiveness

40. The Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of effectiveness is informed by the work of the executive managers within the Council who have responsibility for the development and maintenance of the governance environment, the Head of Internal Audit's annual report, and also by comments made by the external auditors and other review agencies and inspectorates.

41. The key principles of corporate governance are set out in the Council's Code of Corporate Governance as follows:

- a) Focusing on the purpose of the Council and on outcomes for the community, creating and implementing a vision for the local area;
- b) Engaging with local people and other stakeholders to ensure robust public accountability;
- c) Ensuring that members and officers work together to achieve a common purpose with clearly defined functions and roles;
- d) Promoting high standards of conduct and behaviour, and establishing and articulating the Council's values to members, staff, the public and other stakeholders;
- e) Taking informed, risk based and transparent decisions which are subject to effective scrutiny; and
- f) Developing the capacity of members and officers to be effective in their roles.

42. The effectiveness of the Council's assurance framework and system of internal control is assessed against these 6 principles.

Focus on the purpose of the authority and on outcomes for the community, creating and implementing a vision for the local area

a) The Council's goals and priorities are set out in its Corporate Plan. This supports the shared ambitions from the Sustainable Community Strategy that have been agreed with partners and are shown in the Local Agreement for Wiltshire (LAW). The LAW incorporates the Local Area Agreement (LAA) with government. Its 7 ambitions for Wiltshire are:

- Resilient communities
- Lives not services
- Communities safe and feel safe
- Working together
- Affordable housing
- Environment for economic growth
- Natural environment and CO₂

- b) The LAW joins up action across partners and partnerships to tackle issues and achieve the ambitions for Wiltshire. The LAW outlines which organisations and partnerships will take particular action and the people and places in Wiltshire that will particularly benefit from that action.
- c) In December 2009 the first Comprehensive Area Assessments were published. This includes the award of 'flags':

- Green flags for exceptional performance/outstanding improvement
- Red flags for significant concerns which are not being tackled adequately

Wiltshire received a 'green flag' for *Involving people in decisions that affect their local community*. It received no red flags.

Engaging with local people and other stakeholders to ensure robust public accountability

a) The Council has taken steps to make its purpose and responsibilities clear to staff and the community it serves:

These have included:

- Involvement of the Leader of the Council in the corporate induction process
- Monthly briefings led by corporate directors in each of the council's hub offices. The implementation of new fresh channels of communications: Team Wire (an on-line briefing for staff), the staff magazine, and the Wiltshire Magazine, delivered to all households in Wiltshire and providing information about council services, how to get involved, and information from partner agencies.
- The clarification of lead roles and responsibilities in partnerships, in the context of the Local Area Agreement (LAA) delivery requirements.

b) The development of area boards has played a key role in ensuring robust public accountability and engagement. The 18 area boards are led by Councillors working in partnership with other agencies, groups and local people. They were developed following extensive engagement with interested parties and stakeholders (including the Town and Parish Councils) and a piloting period before the 98 new unitary Councillors were elected in June 2009.

c) Each area board is chaired by a Councillor who is elected annually by the other Councillors in the area. The governance arrangements for the area boards is set out in the Council's Constitution and in further detail in the Area Board Handbook. A review of the area boards has been carried out after 6 months of operation and the Handbook is being further revised. The area boards ensure open, transparent decision-making and a system enabling citizens to raise and track issues of concern to them and their communities.

d) Further work is being carried out to ensure that the area boards are as inclusive as possible for the whole community. This work includes ensuring that there is easy access to information that could be of interest to local people, for example with mini Joint Strategic Needs Assessments for each

community area, information on the Council's annual Budget, the Core Strategy and the Local Transport Plan.

- e) Town and Parish Councils have been consulted to determine which functions and responsibilities they would like to have delegated to them and this work continues to be developed.
- f) In March 2009, this work was recognised nationally with the Council being awarded the Local Leadership Award by the Local Government Chronicle. The Council has been shortlisted further during the year by the Local Government Association and Improvement and Development Agency's Local Innovations Award. Funding has also been allocated for the dissemination of the Council's practice to other Councils by the South West Regional Improvement and Efficiency Partnership and the Regional Empowerment Partnership. The Council also contributed during this period as one of the 18 authorities on the Network of Empowering Authorities and helped to develop the framework for "the ideal empowering authority" which was launched in March 2010 at a conference with a keynote speech from Andrew Kerr.
- g) The Standards Committee has granted a number of dispensations to members of Area Boards who are members of both Wiltshire Council and of Wiltshire Town Councils. They have asked the Monitoring Officer to consider whether the structural arrangements for membership of Area Boards which result in members having personal and prejudicial interests in business affecting both authorities that they represent will promote public confidence in the Council's accountability and transparency.

Ensuring that members and officers work together to achieve a common purpose with clearly defined functions and roles

- a) The Constitution sets out clearly the roles and responsibilities of members and officers in the decision making process. This includes schemes of delegation which are being reviewed within the Constitution Review.
- b) The Council has adopted a Member and Officer Relations Protocol which:
 - outlines the essential elements of the relationship between members and officers
 - promotes the highest standards of conduct
 - clarifies roles and responsibilities
 - ensures consistency with the law, codes of conduct and the Council's values and practices, and
 - identifies ways of dealing with concerns by members or officers.

Promoting high standards of conduct and behaviour, and establishing and articulating the authority's values to members, staff, the public and other stakeholders

- a) All staff are required to meet high standards of ethical conduct under the Officers' Code of Conduct. A revised Code of Conduct for officers was introduced in May 2010.
- b) The Council has a Whistle Blowing Policy and an Anti-Fraud and Corruption Policy which were updated in 2010. It has also introduced an Anti Money Laundering Policy. The Standards Committee receives an annual report on the effectiveness of these policies. Following approval of the updated Anti-Fraud and Corruption Policy, the Council implemented an online fraud awareness training course, which was made available to all staff and members. In addition, the Audit Committee has responsibility for monitoring the implementation of the Anti Fraud and Corruption policy and strategy.
- c) The council has established a new governance service with responsibility for customer complaints, access to information legislation, the Code of Conduct for members, and the promotion of good governance within the council and with key partners, including the town and parish councils of Wiltshire. In connection with the last two functions listed, it has appointed two ethical governance officers.

In August 2009 the governance service sent a "welcome pack" to all of the 276 town and parish councils within its area. The pack was developed in collaboration with the Standards Committee, who established a working group to explore how best to promote good governance within the towns and parishes. Wiltshire Association of Local Councils (WALC), which is an independent organisation that supports town and parish councils, also made a significant contribution to the pack. The pack included a letter that outlined the work of the Standards Committee, gave specific information about how to access various functions of the committee and the council in relation to the Code of Conduct and dispensations, and provided contact names and numbers. The pack also contained a copy of "The Good Councillor's Guide" – a book provided by WALC, a leaflet on the Code of Conduct developed by the Standards Committee's working group, a DVD on standards and the Code produced by Standards for England, and a number of other useful materials related to good governance. The pack was well received and featured in a number of subsequent town and parish council meetings.

The Council's Standards Committee plays an important role in overseeing and promoting ethical governance throughout the Council, and this role is established in the Council's constitution. The Committee has developed and published a leaflet for the public explaining its role. Working with officers, the Committee has ensured that the Member Induction Programme for the new Council included Code of Conduct training for the 98 members of Wiltshire Council and further training was provided. The Standards Committee has also developed a training session for town and parish members on the Code and the principles of good governance. This was piloted in April 2010, and is being further developed in the light of feedback, for rollout on a targeted basis.

The Committee has also had oversight of the development and implementation of a new on-line Code of Conduct training package for Wiltshire councillors, and has established a number of task-and-finish groups to explore the development and promotion of high standards of conduct. In addition to this pro-active role, the Standards Committee has maintained oversight of ethical governance, receiving reports on the efficacy of the whistle-blowing procedure, customer complaints procedures, the member's Register of Interests, and a range of other governance matters.

The Committee has fulfilled its statutory role by receiving, assessing and determining a number of complaints brought under the Code of Conduct for members, and has worked to ensure that the processes that underpin this statutory function are kept under review to ensure that they work effectively.

d) Internal Audit

Internal Audit represents an important element of the Council's internal control environment, and to be effective it must work in accordance with the Code of Practice for Internal Audit in Local Government, which lays down the mandatory professional standards for the internal audit of local authorities. As part of its review of internal control, the Council is required to review the effectiveness of its system of internal audit. This has been done by means of an assessment of internal audit's current arrangements for meeting the various standards within the Code.

The Internal Audit Annual Report summarises the results and conclusions of the audit work throughout the year, and provides an audit opinion on the internal control environment for the Council as a whole.

The levels of assurance obtained from the range of audits completed during the year has led Internal Audit to the overall audit opinion that for 2009-10, the Council's overall control environment must be seen as limited in terms of its adequacy and effective operation. When seen in the context of the major structural reorganisation which took effect from 1st April 2009, moving from five councils into one, and the inevitable significant transition and upheaval which has followed, this level of assurance should not be seen as unreasonable in the circumstances.

The overall response of management to the various risks and issues raised has been positive and constructive. The need to improve controls is recognised and work is in progress to achieve the desired outcomes. Given the evidence of progress towards control improvements during the latter part of the year, Internal Audit would be looking towards an improved level of assurance for 2010-11, as systems and procedures become more established and robust.

e) External Audit

The latest Annual Audit Letter, issued by KPMG in respect of Wiltshire County Council for 2008-9, was presented to the Audit Committee in

December 2009. The Letter summarised the key issues arising from the audit of the final year of the County Council, in relation to its Use of Resources assessment, and the Statement of Accounts

The Letter highlighted the key messages as follows:

- The Use of Resources assessment demonstrated that the Council performed adequately, scoring level two (out of four) for all three themes, whilst performing well (level three) for certain elements within each theme. Specific weaknesses were identified within the managing finances theme regarding financial reporting.
- A number of material significant issues were identified in the course of auditing the Council's Statement of Accounts. Adjustments were therefore made to the accounts, and an unqualified opinion issued on the Council's Statement of Accounts, and a qualified opinion on the Council's arrangements for securing value for money in 2008-09.
- Specific risk based project work generated generally positive messages regarding the Council's management of the areas reviewed, and also its comprehensive delivery of agreed actions from earlier audit reports. Reports issued at key stages leading up to the vesting day for the new Council confirmed that good progress had been made overall. The Council had delivered the preparations necessary for the vast majority of the key actions identified in the 'Day One' plan.

The Audit Committee has included within its work programme a regular monitoring process to ensure that appropriate closedown procedures are in place for the preparation of the Council's Statement of Accounts for 2009-10.

f) Comprehensive Area Assessment (CAA)

The CAA provides two judgements; an area assessment of how public services work together in an area and an organisational assessment of particular organisations. As a 'reorganising authority' the Council did not receive a score for its organisational assessment. Its CAA Organisational Assessment summary is:

The Council has managed the transition from five councils to one well. Leadership during the process has been strong. The Council is keen to change the way that it works so that local people are more involved in decisions and delivering services. It has set up 18 area boards covering the whole of Wiltshire to help make this happen. People in Wiltshire are happy with their ability to influence decisions and the way that public services treat them.

The Council is working well to support local people and businesses through the recession. Most children make a good start in life, enjoy good health and achieve well in education and training.

The gap between the majority and those whose circumstances make them vulnerable is closing in some areas, but the picture is inconsistent for different

groups. The Council is transforming its adult care services to respond to increasing demand and provide better services. The Council's waste management arrangements are strong. Wiltshire Council works well with partners to reduce crime and the fear of crime in the county. This is reflected in survey data that demonstrates that residents do not think that antisocial behaviour, drug and alcohol abuse are not big concerns in their local area.

Wiltshire is very well kept. But the Council has only started work on dealing with climate change fairly recently. Planning performance in some parts of the county has been poor but are starting to improve.

More needs to be done to tackle inequality in Wiltshire. The Council and other public services have a good understanding of where inequality occurs. They are working together to meet the needs of people such as gypsies and travellers who do not find it as easy to get the services they need.

The Council's housing plans are currently incomplete. It has inherited a range of plans and information from the previous four district councils that it is working to consolidate into a single countywide plan by 2010. The Council's approach to private sector housing and management of its own houses is a concern.

The Council's Use of Resources score was 2 out of 4 (adequate).

g) Housing Landlord Service Improvement Plan

In February 2010 the Audit Commission inspected the Council's housing landlord service. The Commission provided a great deal of valuable feedback that has been of considerable assistance in developing a new two year improvement plan for the council's landlord service. The council is putting in place a dedicated resource to manage the implementation of the plan. It is anticipated that entire improvement project will be the responsibility of a new commission including councillors and tenants. By April 2012 tenants and other service users will see very significant improvements and developments. These will include: moving to premises that are fully accessible to disabled customers and staff; major systems reviews of key services such as voids and repairs; achievement of top quartile performance in a basket of key activities, and the development of an Asset Management Strategy that will clearly set out the priorities for investment in our stock. Crucially we will be developing the new service hand in hand with our tenants.

Taking informed, risk based and transparent decisions which are subject to effective scrutiny

- a) Cabinet Members and Officers exercising delegated powers are required to take decisions in accordance with their respective schemes of delegation. The Leader's protocol for decision-making by Cabinet Members ensures transparency by requiring publication of the intention to make a decision on 5 clear days' notice and the final decision.

- b) Risk assessment forms an integral part of management reporting supporting the decision making process.
- c) Work of the Council's Overview and Scrutiny Select Committees, task groups and associated activities have focused on:
- Supporting/challenging the delivery of one council benefits and efficiencies, service redesign, harmonisation and transformation
 - Monitoring the performance of the Council's major service providers including external partners delivering residential care, highways maintenance and consultancy, facilities management, waste management, PFI projects, ICT and energy supply
 - Reviewing the implementation of major corporate projects including the business management programme (and shared services), development of area boards, workplace transformation, customer access strategy and harmonisation of staff terms and conditions
 - Monitoring the Council's (and its statutory partners) performance against local area agreement targets and those in its (one year) corporate plan
 - Engaging in the Council's budget setting process and budget monitoring
 - Engaging in the development of the new (four year) corporate plan
 - Initiating reviews into matters of local concern relating to service delivery and contributing to the development and review of policy including:
 - empty homes policy, climate change strategy, flood risk management, gypsy and traveller strategy, waste strategy, car parking, leisure services strategy, housing PFI project and real time passenger information;
 - Laverstock schools, looked after children, 13-19 strategy, teenage pregnancy, extended services and local collaborative partnerships, pupil performance and small schools strategy;
 - Gynaecological cancer services, out of hours services, end of life care strategy, Care Quality Commission annual assessment and inspection report, Focus project, Local Safeguarding Adults Board, burn care and soft tissue sarcoma services and GWR ambulance services performance.
- d) The work undertaken by the Audit Committee this year has included:
- review and approval of the Annual Governance Statements and Statements of Accounts of the former county and district councils for

2008/09;

- review of the work and findings of Internal Audit, including the Annual Report and audit opinion on the control environment;
 - review of the Council's risk managements arrangements;
 - review of the work and findings of External Audit, including the Annual Audit Letter and Report to Those Charged with Governance.
- e) Risks are identified and monitored by service departments. Significant risks are identified and put on the Corporate Risk Register. These are reviewed on a regular basis by the Corporate Risk Management Group. Reports are issued on the significant risk areas through the Councils reporting arrangements. Training on Risk Management is delivered to Members annually including the development of specific training for staff involved in risk arrangements as a result of their work.

The risks associated with major projects are managed through project management arrangements with regular reporting to the relevant boards and member bodies.

- f) The financial year 2009-10 represented the first year of Wiltshire Council and the first year of the Council's new business management programme, SAP. Inevitably, in light of the scale of change and the implementation of a new finance system, difficulties were encountered in respect of financial controls. These difficulties were reported by both internal audit and external audit. The issues around financial controls were recognised by the Council. Improvement actions have been implemented to address the situation. These include preparation of new financial regulations which were approved by Council in May 2010.

Developing the capacity of members and officers to be effective in their roles

- a) The Council is committed to the ongoing development of its members and recognises the importance of building up the capacity and effectiveness of its members.

The Council's Councillor Development Policy:

- establishes members' individual training needs and allocates budget according to the Council's priorities;
- ensures equality of access to funds and training events;
- evaluates the effectiveness of councillor development annually to inform the allocation of funding for future years.

A cross party Councillor Development Group meets regularly to monitor and discuss progress on member development. The group is working towards the achievement of charter status.

- b) Wiltshire Council continues to deliver key actions from the People Strategy 2008-2012. The delivery of the People Strategy is critical to enabling us create the capacity we need to work in different ways and successfully meet current and future challenges.

Key priorities are:

- Leadership and Management Development - Programmes of development ongoing
- Councillor Development - a programme has been developed with and for Elected Members
- Performance Development Framework (Appraisal) refreshed to incorporate the new Council Values and Behaviours
- A business focussed programme of employee learning which will include the changing capability requirements e.g. commissioning and partnership skills
- Corporate Workforce Planning framework - the organisational wide workforce plan is critical in identifying the people resources required now and in the future to deliver the priorities identified in the Corporate and Business Plan
- Harmonisation of Terms and Conditions – deliver the most cost effective solution to harmonised terms and conditions post Unitary Council 1st April 2009

E) Significant Governance Issues

At this stage the following have been identified as significant governance issues in view of their size, complexity and impact on the delivery of the Council's priorities::

SAP Financial Systems

Many of the Council's main financial systems were transferred into the newly-implemented SAP system from 1st April 2009. This represented a very significant transition for the processing of financial transactions, and throughout 2009-10 staff have needed time to become conversant with a wide range of new processes, whilst trying to ensure that financial functions continue to work within an adequate control environment. This transitional period has therefore had an adverse impact on system controls, which have not been fully effective throughout the year. This has been a contributory factor in internal audit giving an opinion of limited assurance on the Council's control environment for the year. It has also resulted in external audit raising a significant number of recommendations for improvements.

Following the implementation of SAP the Council's financial systems have been undergoing gradual developments and improvements during the latter

part of 2009-10, when management has been able to give increased focus and attention to improving control issues. This work is continuing through 2010-11 in order to ensure that financial controls are improved further within SAP systems, and are brought up to the required standard as systems and procedures become more established and robust.

Management of Budget Pressures in 2010/2011

The economic situation is placing increased pressures on the availability of resources within the public sector. This is, in part, due to the combination of higher take up of some services and a reduction in usage of some discretionary services.

The pressures have been exacerbated by the reductions in availability of resources as the new coalition government aim to tackle the national deficit.

The Council takes regular monthly reports to members, which show the current position against budget and highlight any major variances. These reports reflect the information from the coalition Government's emergency budget in June 2010 and other announced changes. The reports include action plans and management actions with details on how to reduce any potential overspends.

The authority will continue to regularly monitor the final position, report to Members and, where necessary propose and undertake management actions to deal with cost pressures.

Implementation of the Transformation Programme

Implementation of the Council's major transformation programme following reorganisation, including Workplace Transformation, transformation of services and harmonisation of policies and practices (including staff terms and conditions).

These will be reviewed on an ongoing basis up to the final draft deadline for the AGS. Any further significant governance issues that are identified will be reported to the meeting of Audit Committee in September for final consideration and approval]

Jane Scott
Leader of the Council

Andrew Kerr
Chief Executive

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Wiltshire Council

Cabinet

14 September 2010

Subject: Performance Update

**Cabinet member: Councillor Fleur de Rhe Philippe
Finance, Performance and Risk**

Key Decision: No

Executive Summary

This report is the first performance report for the Council's new Corporate Plan. It also provides top line summary information on the Council's work with our partners in the Local Agreement for Wiltshire, and additional information may be found on the Website.

This report provides summaries of:

- Progress against the Corporate Plan for the period April to June 2010.
- High level progress against our ambitions in the Local Agreement for Wiltshire
- How Wiltshire's performance compares with other councils. This is usually provided as part of year end reporting, but when the year end report was produced some of the national data was not available.
- An update on grants awarded under the Performance Reward Grant (PRG) scheme for area boards.

Progress reports are made quarterly – in September (for quarter ending June), November (for 6 months to September), February (for 9 months to December) and June (for year end).

Proposal

Cabinet is asked to note progress for the first quarter of 2010/11.

Reason for Proposal

To keep Cabinet informed about progress and to provide an update on the PRG Scheme for Area Boards.

**Sharon Britton,
Service Director, Performance**

Wiltshire Council

Cabinet

14 September 2010

Subject: Performance Update

Cabinet member: Councillor Fleur de Rhe Philipe
Finance, Performance and Risk

Key Decision: No

Purpose of Report

1. This report is in a new format and focuses on the Council's new corporate plan. It also provides top line summary information on the Council's work with our partners in the Local Agreement for Wiltshire, and additional information is on that is available on the Website.
2. Annex 2 also shows how Wiltshire's national indicator results for 2009/10 compare to other councils. This information is provisional as not all data has been published nationally, but it provides an interesting snapshot.
3. Information about grants awarded under the Performance Reward Grant (PRG) scheme for Area Boards is shown at Annex 3.

Background

4. Wiltshire Council's new Corporate Plan was approved in May 2010 and includes actions, performance indicators and targets against the nine priorities we have set out to achieve. A summary of progress against these can be seen at paragraph 10 of this report. We have included the indicator results in each section. Some indicator results are not due until later in the year and details of these are also given in each section.
5. A three year **Local Agreement for Wiltshire (LAW)** was agreed with partners in 2008/09, and includes the Local Area Agreement (LAA) with government. A top line summary of the main highlights and issues regarding our progress against the LAW is given in this report, and a more detailed report about the progress against indicators and each Ambition in the LAW can be found on the website: <http://www.wiltshire.gov.uk/council/wiltshirefamilyofpartnershipsworkingtogether/localagreementforwiltshire.htm>
The LAW document is available on the same page.
6. In this report we provide updated information on the use of the **Performance Reward Grant (PRG) scheme for Area Boards**. The Grant was earned with partners from our Local Public Service Agreement, and £2.8m has been made available over 2 to 3 years for bids from Area Boards. This for local initiatives that contribute to the LAW ambitions or combat the recession. Decisions on whether to award grant are made a Panel from the Wiltshire Public Service

Board. The scheme has been in place since September 2009 and information on the scheme and the decisions taken may be found at: <http://www.wiltshire.gov.uk/council/wiltshirefamilyofpartnershipsworkingtogether/wiltshirepublicserviceboard/psbperformancerewardgrantpanel.htm>.

A summary of grants approved under this scheme is shown at Annex 3.

7. Annex 2 gives a comparison of Wiltshire's performance. The graphs show 2009/10 National Indicator results for Wiltshire and compares these to 2008/09 results for other Council (2008/09 is the latest data that is published nationally). The analysis will change once 2009/10 results are available nationally.

Main Considerations for the Council

8. Progress against the Corporate Plan is summarised below.
9. The coalition government is reviewing the national indicator set. Once the new regime is known we will consider whether the indicators we use for corporate performance management should change, and will make amendments as appropriate. The government has recently removed the national mechanisms that provide data for some indicators (e.g. the Place Survey and the TellUs Survey) and officers are exploring alternative sources of data and/or changing the indicators used. Where applicable this is included in the information shown in the tables in Annex 1.

Report on Progress: Corporate Plan

10. There are nine priorities in the new Corporate Plan. For each of these performance indicators (PIs) have been used to help us to understand how well we are progressing. All of the results available so far can be seen in Annex 1 and a summary is provided in the section below.

Focus on our customers and improve access to services

11. All areas of work continue to make progress broadly in line with our plan.

An implementation plan is being developed to enable customers to access services through scheduled appointments in their own home or business premises. Awareness raising and engagement with community boards will start from September 2010 (on forward plan).

A new website is under development to be fully transactional for the services most requested by customers

A researcher has been appointed to undertake research into customer requirements for extended opening hours.

Performance against the indicators: There are three local indicators in this section, and all of these are currently on target.

Work in partnership to support vulnerable individuals and families

12. The Council's efforts during 2009/10 were about making our work with people more "person-centred". The personalisation of health and social care services has survived the change in government; it remains among the Department of Health's five main priorities. The move toward person-centred planning in adult social care has been a cornerstone of Wiltshire adult social care strategy for three years.

In June 2010 the Department of Community Services' Transformation Steering Group reviewed the business case for a three-year programme of improvements to services that help people live independently at home. The programme is intended to improve the quality and quantity of social care services in the community for everyone in Wiltshire, including those who do not qualify for Council-funded services or who prefer to arrange their own care. The plan, which is yet to be approved by Members, has three phases and more information about this can be found in the Lives not Services detailed report on the website.

The Council currently provides two kinds of support for people leaving hospital. With NHS Wiltshire it provides "Intermediate Care" to about 600 people per quarter to help people recover in their own home. Adult Care also has an in-house "Reablement" service to help people recover their confidence in the activities of daily living when they return home from hospital. In July 2010, as part of the Council's review of services to help people live independently at home, we began a pilot of a new service based on the latest research on effective rehabilitation at home. We will report on progress with the pilot in Q2.

We have also been piloting a Telecare service, which uses remote-monitoring technology to provide the NHS and Adult Care with information that indicates a risk of harm. So far the pilot has been restricted to two areas of Wiltshire. In 2009/10 the pilot included 236 people. In 2010/11 the pilot will end and we expect the Telecare service to extend to the whole of Wiltshire, serving 1000 people by March 2011.

The objectives relating to services for older people are part of the commissioning plan called Help to Live at Home. In July, Cabinet granted permission to re-tender Wiltshire Council's domiciliary "Care and Support" contracts. The contract specification will contain objectives that will clarify the measures for this Corporate Plan priority. On present plans the Care and Support contracts will be let in January 2011.

Performance against the indicators: The performance indicators (PIs) for this outcome are divided into four categories as shown below. Six of the indicators and baselines are new and are still being developed, and of the remaining six, five are currently on target.

Category	Number of indicators in category	Number on target	Comment
Support for older people	6	N/A	5 new indicators and baselines are being developed and action is underway, as shown above. The 6th concerns Extra Care units where a target has been set. Results for all 6 of these will be reported in quarter 2
Support for people who care for others	2	2	There are 2 indicators (1 national indicator and 1 local indicator) to help us understand how well we are supporting carers and these are both currently on target.
Self-directed support	1	0	This measure counts the number of people who have been through the care planning processes that allow people to control the way that public money is used to meet their needs. The target is currently showing as not on target because meeting it will be dependant on the introduction of Personal Budgets. A final decision on this will be

			taken by Wiltshire Council in during quarter 2.
Support for learning-disabled adults	3	3	2 national indicators and 1 local indicator. From September 2010 all of Wiltshire's special schools will offer person-centred transition planning for young people expected to need adult services.

Increase opportunities to help young people achieve their potential

13. Work continues to support schools to achieve good results for their pupils. Provisional Key Stage 2 results became available in July and showed an improvement from 71% to 74% of children achieving Level 4 for both English and Maths. Services for disabled children continue to be strengthened by the publishing of clear access criteria, and a 'local offer' for short break services and direct payments, improved transition arrangements and the involvement of children and young people and their families in shaping services. Social Care services have been reorganised in May/June 2010 to provide more specialist teams; dedicated referral and assessment, safeguarding and children in care teams. This change should see an improvement in assessment timeliness and quality. Work to increase the positive activities for young people continues with more people using Sparksite and taking part in other opportunities.

Performance against the indicators: There are also four categories of indicators under this outcome.

Category	Number of indicators in category	Number on target	Comment
In schools	6	N/A	Educational attainment is reported annually reported and so indicator results will be available in quarter 2 (Q2).
Those with disabilities	1	N/A	The result is from an annual national survey and will not be available until quarter 4.
Safeguarding children	3	3	An additional indicator (initial assessment) is also included in the table for information. No final target has been set the standard is expected to change from 7 days to 10 days. Moving. The provisional target for 2010/11 is 70% (based on the 7 day standard)
Activities for young people	1	Not available	This measure is calculated using the annual TellUs survey which has been cancelled by Government. Alternative measures are being considered.

Local, open, honest decision making

14. Wiltshire's Area Boards were launched in May 2009 and represent a fundamental shift towards a new form of grass-roots democracy, involving local people in decisions that most directly affect them where they live. The Council has invested significantly to make the Area Boards a success – setting up a dedicated team, devolving powers and delegating funding of over £4.5m over 2 years. The Boards have also become a powerful catalyst for partnership working and collaboration by bringing together council officers, public agencies and local people to solve local problems together.

So far, 132 Area Board meetings have been held across Wiltshire taking local democracy out of the council chamber and into the heart of the local community. Over 8,500 local people have attended and participated (over 200 people turned out for one meeting in Devizes). But this new way of working is not all about meetings; the aim is to get more people involved in the decisions that affect them and that means taking consultations out into the community. This has so far included: Area Boards Review in January and February this year (1,220 people); 2010/11 Budget consultation events (1,161 people); Local Development Framework consultations (1,800 people); Joint Strategic Needs Assessment (JSNA) Health Fairs (1,000 people). This represents a good level of participation in local democracy and the Area Boards Team is continuing to experiment with new and innovative ways of getting people involved.

In the first year, the Area Boards committed £549,000 to support 253 community projects through the Community Area Grants Scheme. This funding has generated an additional £3.1m of external funding delivering a total community benefit to Wiltshire of £3.6m in the year so far. Every £1 spent by the Areas Boards levers £5.60 of external funding. But it is not all about the money - an amazing diversity of projects have been supported, from arts and allotments to bird keeping and bell ringing and from cricket and climate change to film clubs and playgroups. This represents a very significant investment in Wiltshire's social fabric supporting the continued wellbeing of many thousands of local people.

Area Boards are also working hard to sort out local issues. Not just simple things, but complex issues that cut across service and agency boundaries. The Council's unique Community Issues System was launched in September 2009 and so far 1066 issues have been referred to the Boards – around 120 every month. By bringing together council services, public agencies such as the Police and NHS Wiltshire, Councillors, parish and town councils and the public, 611 (57%) of these issues have been resolved so far. And this is where the Community Area Managers are really making a big difference, coordinating and facilitating local action on behalf of the Boards, the Council and our partners.

Finally, one of the real success stories of the Area Boards so far has been the Community Speedwatch scheme. The idea emerged after the Area Boards Team realised that speeding issues were cropping up at every Area Board. A bid for Performance Reward Grant Scheme funds was approved and now volunteers from 46 villages are assisting the Police to monitor speeds and identify offenders. This represents around 3,000 hours of volunteer time.

There is still a way to go, but so much has been achieved in such a short time that the outlook is very bright indeed

Performance against the indicators: There are currently four indicators in this section and three of these are on target. The fourth indicator is a national indicator previously measured through the Place Survey; as the Government have now cancelled this survey, there will be no method to measure results for this. Alternative methods of measuring local influence on decision making are being considered.

Support the local economy

15. This objective is about helping to improve the resilience of the business community and individuals through the recession and the early phases of

economic recovery. Much of the work has been undertaken under the banner of Action for Wiltshire with significant progress being made in the first quarter with the launch of the Fredericks Wiltshire loan fund for small businesses. We have also introduced a discretionary rate relief policy which is designed to support those businesses which have viable business plans but are going through temporary financial hardship.

The Wiltshire Potential Future Jobs Fund Programme is also performing well; and funding has been secured until September 2011 enabling partners to meet the target of 495 young people securing 6 month work experience contracts. Attention is now turning to financial inclusion measures that will support individuals with efforts being made to encourage the establishment of a single credit union. Tourism remains a key employment sector with great potential to take advantage of the growing trend to take short breaks in the UK rather than incur a rising cost of overseas travel. In Quarter 1, the Visit Wiltshire Partnership has been considering how Wiltshire's profile can be enhanced within the UK and the wider European market through some restructuring of the organisation.

Performance against the indicators: There are three local indicators in this section, all of which are new and measure new activity. Results will be included in the report for quarter 2.

Meet housing needs

16. The delivery of affordable housing has become more difficult because of the reduction in Homes and Communities Agency (HCA) funding, the changes brought about by the new government and recovery from the recession. However, we have managed to achieve a total of 94 new affordable homes this quarter. With the PFI scheme shortly to be approved we hope to achieve our end of year target.

The Wiltshire council house building programme is progressing. There are 65 units in the pipeline. Two of the schemes, a total of 31 units, started on site in March 2010. The remaining 3 schemes, a total of 34 units, are being progressed through planning with a view to starting on site in July/August 2010. All 65 units are due to complete in 2010/11. We are continuing to send letters to all landlords who currently have empty properties to look at ways of bringing them back into use. By the end of June 2010 we brought back into use 101 empty properties.

We are continuing to work with the Department of Community Services to try and assist people to remain in their own homes for longer. Our Telecare pilots are underway and a new one for the Devizes area will start in August 2010.

Following its Audit Commission inspection in February 2010, Housing Management has developed a detailed improvement plan and established Steering Groups involving staff and tenants to ensure it is delivered, and a Commission to give strategic direction. An improvement team is being recruited to build the capacity of the service. A substantial number of actions have already taken place to improve the service, with a lot more in progress and to be done, with advice being provided by the 3 star organisation "Poole Housing Partnership". Particular priority is being given to reducing the re-letting times for empty properties and some early progress has already been achieved. We are working to achieve top quartile performance in this and a range of other indicators. We are working with a newly appointed Equality and Diversity officer in Strategic Housing to improve this aspect of our service, and establish a greatly

enhanced profile of our tenants so that our service can be tailored to meet their individual needs.

Performance against the indicators: There is one national and three local performance indicators in this section and two of these are currently on target. The indicator relating to new affordable housing is not currently on target, but the new PFI scheme detailed above should ensure that we are able to deliver required levels by the March 2011.

Improve our roads and road safety

17. To ensure the Council meets its commitment to improve its street cleaning performance the Streetscene Service has undertaken a review of working practices, its resources and the performance achieved. The review has been completed and new working arrangements are being introduced to ensure resources are used effectively and improvements achieved. NI195 cleanliness surveys are undertaken every four months and in Quarter 2 the Council will have the results of the completed survey. The Service is confident that improvements will be achieved and the required performance attained by the end of the financial year.

Progress towards our target to reduce the average time to repair a pothole to no more than 10 days is good, with every prospect of meeting the target. The average repair times in the south and west of the county are in accordance with this target, and progress is positive in the north and east. The pattern has not yet been observed for sufficient time to state that it is the stable condition, which the target requires. The most urgent defects are being repaired or protected within 24 hours.

Performance against the indicators: There are four indicators (two national indicators and two local indicators) in this section; three of these are on target to achieve the year end result. Results for the road cleanliness indicator will be available for the quarter 2 report.

Reduce our environmental impact

18. Good progress has been made in tackling carbon emissions during Quarter1. All Council Cabinet decisions are now screened for their environmental implications and a revised environmental policy has been adopted. Smart meters are being installed across Council buildings & schools to improve data collection. A programme has been initiated to reduce the environmental impact of the MOD in Wiltshire. A report on the potential for renewable energy generation in Wiltshire is currently being drafted. A mechanism for modelling emissions scenarios in Wiltshire has been developed with the Energy Saving Trust which will inform the low carbon transition for Wiltshire. External funding has been received to carry out energy efficiency measures in 1000 'nearly poor' households, 30 mobile homes, and 110 flats this financial year. Five properties will also receive innovative energy saving measures to act as exemplars. The Council is on track to deliver Level 2 of NI188 (Adapting to Climate Change) by November 2010 - a milestone towards achievement of the LAA target to have a climate change adaptation plan by March 2011 (Level 3). A draft Local Climate Impacts Profile has been prepared and will be published during Quarter 2. The process for a comprehensive risk assessment (CRA) of all council services with regard to

climate change has begun, and some Public Service Board partners will be taking part.

Performance against the indicators: There are three national PIs and one local indicator, two of these are currently on target and the other two will have data to report later in the year. There is also a target in the corporate plan for us to reduce our carbon emissions (as an organisation) by 20% of our 2008/09 baseline by 2013/14. This is a key milestone for our overall target of a 50% reduction by 2020, it will be measured every year (NI 185) and carbon mgt plan implemented to bring emissions down over the medium term. The 2009/10 figures are expected August 2010 and will be reported in Q2.

Achieve savings, be more efficient and ensure we deliver value for money

19. Progress to achieve the required savings for the current year is good with £24 million saved in the creation of the 2010/11 budget.

The Council takes regular monthly reports to members, which show the current position against budget and highlight any major variances. These reports reflect the information from the coalition Government's emergency budget in June 2010 and other announced changes. The reports include action plans and management actions with details on how to reduce any potential overspends.

The Council will continue to regularly monitor the final position, report to Members and, where necessary propose and undertake management actions to deal with cost pressures.

The coalition government has indicated that significant further savings will be expected from the public sector from 2011/12, and information will be available as part of the Comprehensive Spending Review which is due on 22nd October. The Council will prepare a business plan to be considered at the end of the year that will reflect these changes and set out the level of savings required over the next 4 years.

There is a target in the corporate plan to have 75% of performance indicators in the top two quartiles nationally by 2013/14. The comparisons in Annex 2 show that for 2009/10 there were 56 indicators in the top quartile (37%), this is an improvement from 45 indicators (30%) for 2008/9. The graphs show 2009/10 National Indicator results for Wiltshire and compares these to 2008/09 results for other Council (2008/09 is the latest data that is published nationally). The analysis will change once 2009/10 results are available nationally.

Performance against the indicators: There are six local indicators in this section and three of these are currently on target. The remaining three will have data to report later in the year.

Report on Progress: Local Agreement for Wiltshire and LAA

20. A top line summary against each of the ambitions in the Local Agreement for Wiltshire is given below. More information on each ambition is available on the website, including action against each of the priority outcomes and a full table showing progress against all of the indicators.

The Government has recently announced the cancellation of the Place Survey and others which provide information for the National Indicator set, this means that we will be unable to measure performance access results. Wiltshire has a Local Area Agreement (LAA) with government which ends in March 2011. This includes some targets that will not be measureable because data collected using the Place Survey. The status and future of Local Area Agreements will be announced as part of the Comprehensive Spending Review (due 22nd October).

Building resilient communities

21. A wide range of work continues to develop new and innovative ways for people to get involved in their local communities. This has included new thinking about different structural arrangements for Community Area Partnerships (CAPs) to better meet local needs.

In May we began 18 frontline service workshops for anyone who needs to work with an Area Board to discuss how things have been going so far and what to expect in the future. The workshops are an opportunity for staff (from Wiltshire Council, NHS Wiltshire, Wiltshire Police and Wiltshire Fire and Rescue) who are providing services in the community area to meet together to help join up services, to identify any training needs, and suggest how we could work better together with the Area Boards.

Also in May, a successful volunteering festival was held as part of national Volunteers Week.

Work on tackling financial exclusion has seen Wiltshire Money focus its efforts on producing a strategic plan and associated action plan. In addition to this there has been significant work with partners on Wiltshire Money and the four Wiltshire Credit Unions to agree a project which will deliver a single credit union service for Wiltshire.

Performance against the indicators: Most of the LAW and Local Area Agreement (LAA) indicators for the Resilient Communities ambition will be problematic to measure because of the cancellation of the Place Survey. NI 007 (Environment for a Thriving 3rd Sector) is currently expected to be measured by a national survey in the autumn.

Improving affordable housing

22. Work continues to work to deliver new core strategy documents for Wiltshire. These will include robust policies for the delivery of new affordable housing through the planning system (without recourse to public funding), as well as updating of the Strategic Housing Market Assessments for Wiltshire.

The changes to Homes and Communities Agency funding and change in approach by the new government mean that our housing LAA targets will remain challenging, however we have achieved a total of 94 new affordable homes this quarter and with the help of a PFI scheme (shortly to be approved) we hope to achieve our end of year target.

Performance against the indicators: Progress on performance indicators continues to be encouraging despite the difficult economic climate, and despite the challenges, optimism remains about our ability to meet two of the three LAA targets related to housing. However there is less optimism about our net additional housing target; if current market circumstances continue, our target (renegotiated with GOSW in 2010) still presents an ambitious trajectory. In order to ensure residential delivery is maintained, Wiltshire Council is actively working to develop a Core Strategy including strategic site allocations, creating an additional source of supply, which will be delivered through co-operative working between the Council, landowners/developers and local communities.

Lives not services

23. There has been more positive work in Quarter 1 of 2010/11 in relation to the provision of strong foundations for children and young people's development.

Work is continuing to build on the links between childhood obesity and the important issue of breastfeeding, ensuring women are supported to both initiate and continue breastfeeding their babies. The story then continues with the provision of Healthy Start vitamins. From July onwards these will be available via Children's Centres.

The implementation of Healthy Schools Plus in Wiltshire means that many children and their families are now benefitting from additional input, activities and learning that relates to the prevention of a range of health issues.

The next phase of the Health Trainer programme in Wiltshire has now reached an important milestone with our first community based Health Trainers in post and nearing completion of their training. The evidence from HMP Erlestoke shows the positive impact the prison based health trainers are having on their peers and similar positive evidence is awaited from the community based programme.

Smoking and alcohol use are major causes of ill health and it is encouraging to see continued positive progress in both these areas.

Information about the work we are undertaking to support more people to have independent and fulfilling lives as part of their local communities is given in the Corporate Plan section above and in more detail in the Lives not Services detailed report on the website.

Performance against the indicators: The targets for the indicators associated with this ambition have extremely challenging targets, and only four of the thirteen LAA targets are currently on schedule to achieve the required level for 2011. However, comparison with other upper tier councils (see Annex 2) shows that Wiltshire still has results which are 'above the median' or 'good for many of these including: NI 008 (Adult participation in sport and active recreation); NI 39 (Rate of Hospital Admissions for Alcohol Related Harm); NI 120 (All age all

cause mortality); NI 130 (Self-directed support); NI 134(Emergency Bed Days per Head).

Supporting economic growth

24. This Ambition has many of the same outcomes as the 'Support the Local Economy' outcome in the Corporate Plan; information about progress can be found in paragraph 15 above with detailed information in the document on the website.

Performance against the indicators: Most of the targets are measured by national mechanisms with results available later in the year, making it difficult to assess whether performance is on track. Economic Development teams will be meeting with providers to try and get some local information to act as a proxy measure for the basic skills targets and more information about this should be available in Quarter 2.

Safer communities

25. The Wiltshire Violence Reduction Strategy was launched in Trowbridge on the 30th June. It was attended by many partner agencies and included speakers from the Police, Council, PCT and licensing trade. There has been considerable movement on the implementation plan and several initiatives have progressed, including the establishment of a Licensed Premises Tasking Group.

Re-offending levels have recently been an issue for Wiltshire. During this period, a Task & Finish Group has been established to recommend how to take forward Integrated Offender Management (IOM) for the county; and a consultation day has taken place to agree issues that need to be resolved.

Work has begun for the partnership to develop a Prolific and Priority Offenders (PPO) initiative in readiness for it becoming an IOM scheme. The aim is to ensure that there is a smooth transition period for young offenders as they move across to the probation system when they become adults.

Performance against the indicators: There are five LAA indicators for this ambition; two of these are on target and results for three will be available later in the year.

Protecting the environment

26. This Ambition has many of the same outcomes as the 'Reduce our Environmental Impact' outcome in the Corporate Plan; information about progress can be found in paragraph 18 above with detailed information in the document on the website.

Performance against the indicators: We have exceeded the second year NI197 target of increasing the number of Local Sites in positive management through the work of the Biodiversity Indicator Officer, who has undertaken numerous detailed botanical and site condition assessments, liaised with all relevant statutory agencies and advised a number of landowners on conservation management schemes. This work has put us in a very good position to deliver the target for March 2011. The other two targets are also on schedule to be achieved.

Environmental Impact of the Proposal

27. As this is a monitoring report the proposal has no direct environmental impact. The LAW includes an Ambition on the Environment.

Equalities Impact of the Proposal

28. As this is a monitoring report the proposal to note has no direct equalities impact.

Risk Assessment

29. The Council's risk management arrangements apply across the Council's services. Any key risks to performance are identified and managed within services and partnerships and if appropriate are highlighted in performance monitoring. The main risks highlighted this quarter are:

- There have been some reductions in government grant this year. Key performance indicators will be monitored to provide information about any impact of these reductions on performance.

Financial Implications

30. This is a monitoring report so has no direct financial implications. The Local Area Agreement includes the potential of some Reward Grant from government but the scheme makes this difficult to achieve, and there are some indications that available grant will be reduced or removed as part of the Comprehensive Spending Review in the Autumn.

Legal Implications

31. As this is a monitoring report the proposal to note has no direct legal implications.

Options Considered

32. As a monitoring report there are no 'options to consider'.

Sharon Britton
Service Director, Performance

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Date of report: 25 August 2010

Background Papers The following unpublished documents have been relied on in the preparation of this report: detailed performance management information held within services and partnerships.

Appendices

Annex 1: Corporate Plan Key Performance indicators

Annex 2: NI Comparisons with all Upper Tier Authorities

Annex 3: Summary of PRG Grants for Area Boards

Annex 1: Corporate Plan 2010-2014: Priorities and measurable outcomes

Ref	Description of Outcome	Q1 Result	2010/11 Target	On Target Y/N	Q1 Comment
Focus on our customers and improve access to services					
Local PI	Deliver the Workplace Transformation programme to include 4 refurbished hub buildings with state of the art customer access facilities by 2013. (H*)	-	1	Y	Customer access relating to the move into Bourne Hill as a service base is progressing well overall. No show stopping issues for customer access.
Local PI	Redesign services, putting the customer at the centre of everything we do to deliver improved services. Measure customer satisfaction with these services and use this data to continuously improve them. (H*)	-	6	Y	On schedule to identify the priority services for redesign
Local PI	Ensure that customer telephone call connection rates of 95%+ are achieved every month in all facilities. Enable direct dial "golden numbers" for our top 20 services so that customers can contact service experts directly. (H*)	89.60%	95%	Y	Connection rate for calls into Customer Services has averaged 89.6% in Q1; this includes the general election peak calls, when we handled 20K contacts from the public. We are still on schedule to reach the average for the year as call levels return to normal.
Work in partnership to support vulnerable individuals and families					
Support for older people We will work together with the NHS to help older people avoid needing care too soon, and by 2012		5 new indicators and baselines for targets are being developed. Results for these indicators will be reported in Q2.			
Local PI	By 2014 we will help increase the opportunities for people to live independently in extra care settings. (H*)	0	70	Y	We plan to bring 70 new units of Extra Care housing on-stream in 2010/11.
Support for people who care for others					
NI 135	By 2013 the council will support at least 2,500 more carers. (H*)	7%	25%	Y	NI 135 is a cumulative indicator because the number of carers whom the council assesses increases through the year. At our current rate of increase we anticipate that we will exceed our 2009/10 result and reach our LAA target of 25% before March 2011. Each 5% increase in NI 135 is approximately 500 carers assuming that the denominator does not change.
Local PI	In addition, we estimate that Wiltshire's carer support agencies will take 1000 new referrals per year between now and 2013. (H*)	250	1000	Y	
Self-directed support					
NI 130	By 2013 everyone in Wiltshire whom the council funds to live independently in the community will have a personal budget. (H*)	6.20%	30%	N	NI 130 is a cumulative performance indicator because the number of people with Direct Payments and Personal Budgets increases through the year. This result is calculated from the number of people with Direct Payments. At the current rate of increase we expect to exceed our result for 2009/10 by March 2011. Increased Direct Payments alone will not meet our target of 30%. The target is currently showing as not on target because meeting it will be dependant on the introduction of Personal Budgets. A final decision on this will be taken by Wiltshire Council in during quarter 2.
Support for learning-disabled adults					
Local PI	By 2014 all learning-disabled people who need adult social care services when they reach adulthood will have a transition plan in place from their 16 th birthday. (H*)	33%	-	Y	In Q1 33% of young people who are expected to need adult services have a person-centred transition plan. From September 2010 all of Wiltshire's special schools will offer person-centred transition planning. The target for this will be set in September 2010 and will be reported in the quarter 2 report.
NI 145	By 2013 70% of learning-disabled people of working age will live in the community. This will reduce the proportion of the learning disabilities budget spent supporting people in care homes to 40% (it was 70% in 2007). (H*)	59.8%	65%	Y	Results accumulate through the year as people move into settled accommodation. In Q1 there was no indication that we will not meet our full-year target.
NI 146	We will help find paid employment for 25 learning-disabled people per year between 2011 and 2013. (H)	12	13.60%	Y	The number of working-age adults with learning disabilities continues to improve in line with our plans despite a difficult employment market.

Increase opportunities to help young people achieve their potential

In schools		There are six national indicators for Educational attainment and results will be reported in quarter 2			
Those with disabilities		Nationally run perception survey, results due Q4.			
Safeguarding children					
Keeping children safe from harm and neglect is everybody's concern. We will improve the safeguarding of children and the lives of children in the care of the council through appropriate referral and assessment, ensuring that every child who is looked after or has a child protection plan has an allocated social worker. We will minimise the chances of preventable child deaths, and ensure that bullying is reduced to below the national average.					
NI 59	Initial assessments for children's social care carried out within 7 working days of referral. (H*)	63.8%	70%	-	The Q1 result figure is up to the end of May 2010. The full quarter figures are not yet available. This indicator is scheduled to change from initial assessments within 7 days to within 10 days. If this is confirmed, the target may need to be adjusted.
NI 60	Core assessments for children's social care that were carried out within 35 working days of their commencement. (H*)	100	80	Y	The Q1 result figure is up to the end of May 2010. The full quarter figures are not yet available.
Local PI	% children and young people with a child protection plan with an allocated social worker. (H*)	100%	100%	Y	
Local PI	Preventable child deaths recorded through the child protection review panel process. (L*)	0	0	Y	-
Activities for young people					
We will support young people to find positive things to do in their spare time and increase their participation in activities from 73% in 2009 to 82% in 2011. We will maximise the opportunities for all to access a range of varied and interesting organised events and activities, using for example the additional activities provided through extended schools and volunteering initiatives. This should lead to reductions in anti-social behaviour.					
NI 110	Young people's participation in positive activities. (H*)	-	82.1	-	Tellus5 survey has been discontinued by central government, alternative measures being considered.
Local, open, honest decision making					
NI 104	By 2014, 50% of people within communities will feel they can influence decisions affecting their local area, including a greater number of such responses from people who are currently under-represented in the process. At present 30% of residents feel they can influence decisions. (H*)	No data	35%	-	It is likely that this NI4 will be scrapped and the future of the Place Survey is in doubt. The Place Survey was the mechanism for monitoring this indicator. This will be reviewed in the light of further announcements from the Coalition Government.
By 2012, the council will have invested £5.5 million in community led projects and initiatives, determined and prioritised by Area Boards.					
By 2014, the council will have increased year-on-year funding to the Area Boards who in turn will have increased their influence: To achieve this we will:					
Local PI	Area Boards. (H*)	-	£1.45m	Y	Area Boards invested £550k in community led projects during 2009/10 leveraging an additional £2.8m of external funding and community contributions. Budgeted contributions from Area Boards set at £2.15m over the period.
Local PI	PRG scheme for area boards. (H*)	£0.683m	£2.8m Over 3 years	Y	Budgeted contributions from PRG scheme set at £2.8m over a two to three year period. The amount reported for Q1 result is the total amount allocated to date.
Support the local economy					
Local PI	We will retain and support the growth of Wiltshire's top employers through engagement and improving our understanding of their needs, working jointly to support their future skills development and investment. (H*)	-	25	-	No baseline as new activity – this target relates to the number of employers engaged. Data will be available in quarter 2
Local PI	We will support business start-ups, expansion and secure inward investment creating 6,000 new jobs and safeguarding 8,000 jobs in Wiltshire's economy by 2014. (H*)	-	1000 created; 1500 safeguarded	-	No baseline as performance has not been satisfactorily measured before. The in-year targets are a guide only in terms of progress towards the targets of 6000 jobs created and 8000 jobs safeguarded by 2014. Data will be available in quarter 2

Local PI	We will secure growth in higher skill/value employment sectors narrowing the gap in output per worker between Wiltshire and the England average (Wiltshire GVA £44,350 England average GVA £48,300). Target sectors will be: Advanced manufacturing; Bio-medical; ICT; Environmental Technologies; Food & Drink; Tourism; Creative Industries; Financial/Business Services. (H*)	-	250 jobs	-	This target relates to jobs in higher skill/value employment sectors created (as a sub-set of target above). A significant reduction in the gap between GVA per worker in Wiltshire and England is a long term objective that is likely to take longer than the reporting period to achieve. In any case, the lag between the gathering and publication of GVA per worker data is 3 years. Therefore, over the period, a proxy measure i.e. number of jobs created in higher skill/value employment sectors (as a sub-set of the overall jobs created figure) will be used. Data will be available in quarter 2.
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Meet housing needs

NI 155	Maximise the delivery of new affordable homes built in Wiltshire to help meet local needs and maximise the use of existing properties in the county. It will achieve 2,400 new affordable homes. (H*)	94	590	A	With the reduction in HCA funding and the changes brought about by the new government the delivery of affordable housing has become more difficult as well as still coming out of a recession. With the PFI scheme shortly to be approved we hope to achieve our end of year target.
Local PI	Return 2,160 empty homes to use between 2010-11 and 2013-14. (H*)	101	470	Y	A part time officer is currently dedicating all of her time to try and bring back to use empty homes in the county. Out of the 1700 empty homes we have managed to send letters to over 1300 owners and some success has been made. We are on target to achieve our end of year target.
Local PI	More vulnerable clients will be living independently at home for longer, with the number of Careconnect customers increasing from 3,500 in 2010 to 5,500 by 2014. (H*)	3532	4000	Y	We have agreed an extension of both DCS pilots related to telecare which has increased our connections as well as continually promoting this service at various events held across the county.
To be one of the best 25% of councils in the Country for housing management services (demonstrated through management of voids and % repairs completed within time)					
Local PI	Reduce the average number of days properties are 'Void' (vacant between tenants) [A void property is a property that is managed by Wiltshire Council and is classified as a void from the date the tenancy ends to the start date of any new tenancy.* Properties in serious disrepair are excluded from the voids figure given] (L)	40.14	35	N	It was anticipated that the figures would get worse before they got better due to the backlog of difficult to let sheltered units, some of which have now been let following a more proactive approach to letting these. The figures excluding these properties are within target.
Local PI	Average % of all repairs completed within time. (H*)	95.27	85	Y	During recent months we have focused our attention on making improvements to our performance on repairs and changes have been made. We are currently on target.

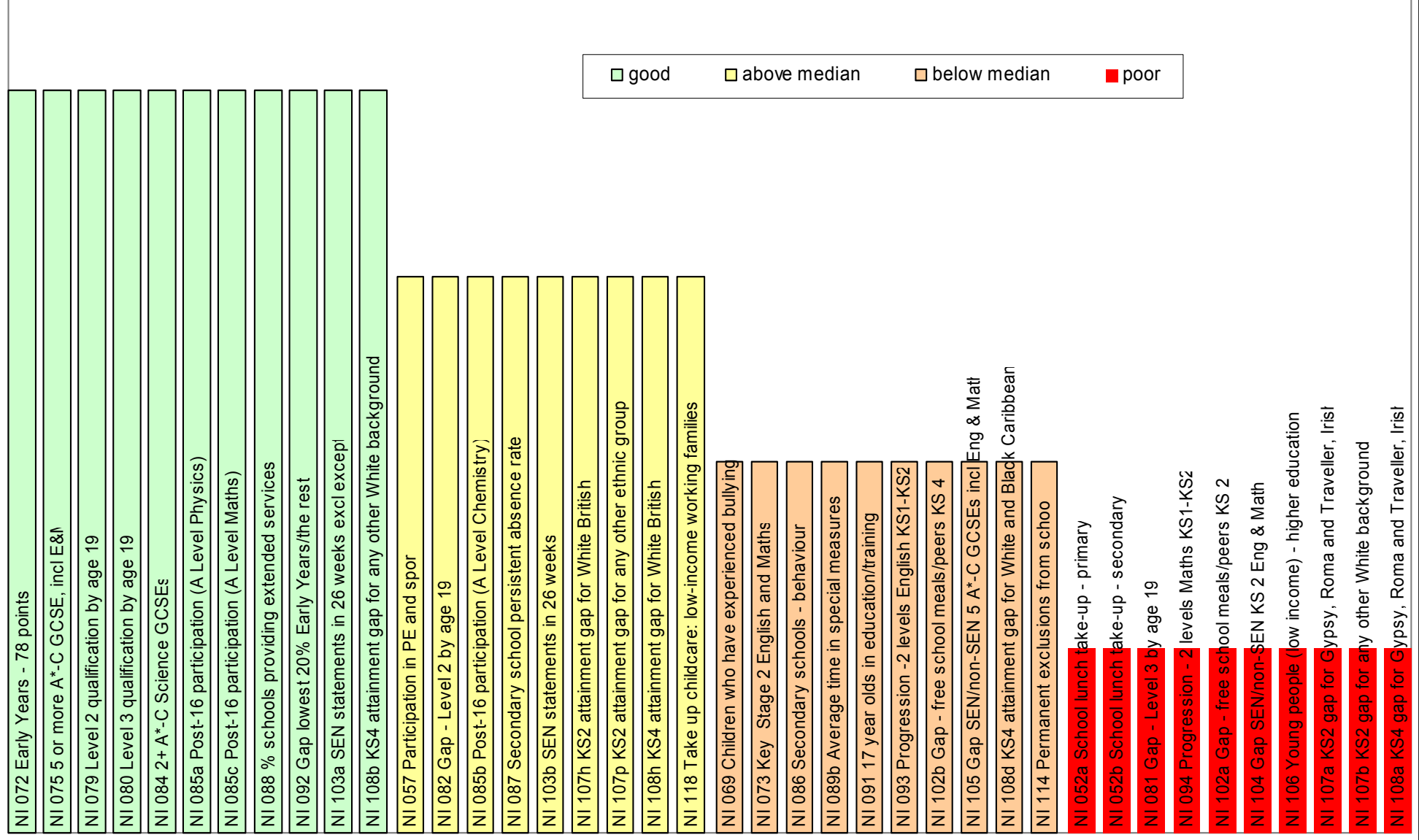
Improve our roads and road safety

Local PI	By 2012 we will reduce the average time to repair a pothole to no more than 10 days, with the most serious potholes being fixed within 24 hours. In 2008 the average time to repair a pothole was over 30 days. (L*)	Variable across county	12 days	Y	
Local PI	We will continue to improve on the high standards of cleanliness of our roads by achieving a performance target 7% higher than the National Benchmarks for litter and detritus. This means that by 2014, 96% of our roads will be free or predominantly free of litter and 86% of our roads will be free or predominantly free of detritus against the National Benchmarks of 89% and 79% respectively. This is derived from NI 195 returns. (H*)	-	95.3% litter 83.5% detritus	-	This data is collected and reported in 4 month tranches. This is a National indicator which is reported via the Governments data base called 'Fly Capture', and so will be available for the quarter 2 report. NB This indicator has very small increments in performance over the four years of the corporate plan to get achieve the targets mentioned in the description.
Local PI	By 2012 we will have built on our current engagement and communication with Area Boards such that they are able to influence planned maintenance priorities within the work programme for their areas, whilst ensuring that safety considerations are not compromised. (H*)	0	>9 Area Boards	Y	The target is to deliver presentations on Parish Stewards, footways or other highways topic to 9 Area Boards for 2010/11. These presentations are to be given to the Boards in the Autumn 2010 round of meetings.
Local PI	The number of road accident fatalities and serious injuries will be targeted for at least a 15% reduction by 2014, compared with the 3 year average up to 2008. (county roads only) (L*)	207	212	Y	This indicator is based on a rolling annual average over 36 months of people killed or seriously injured on county roads only. Q1 result includes figures up to the end March 2010.

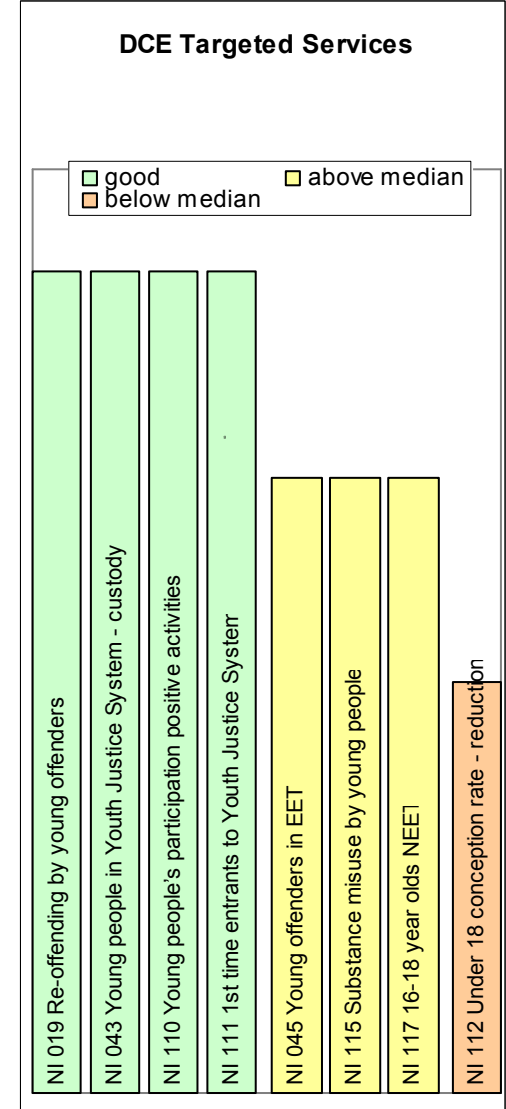
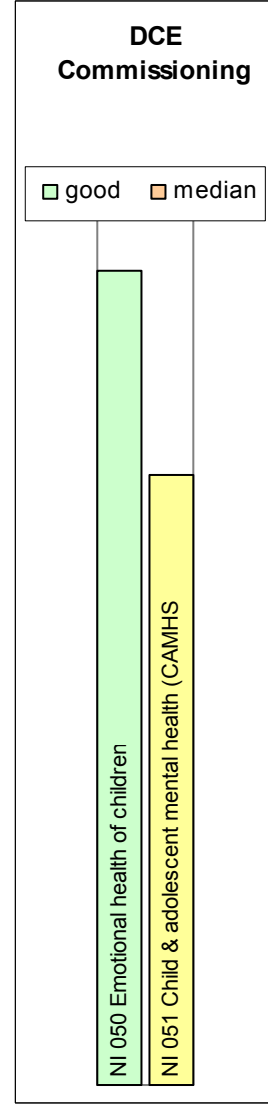
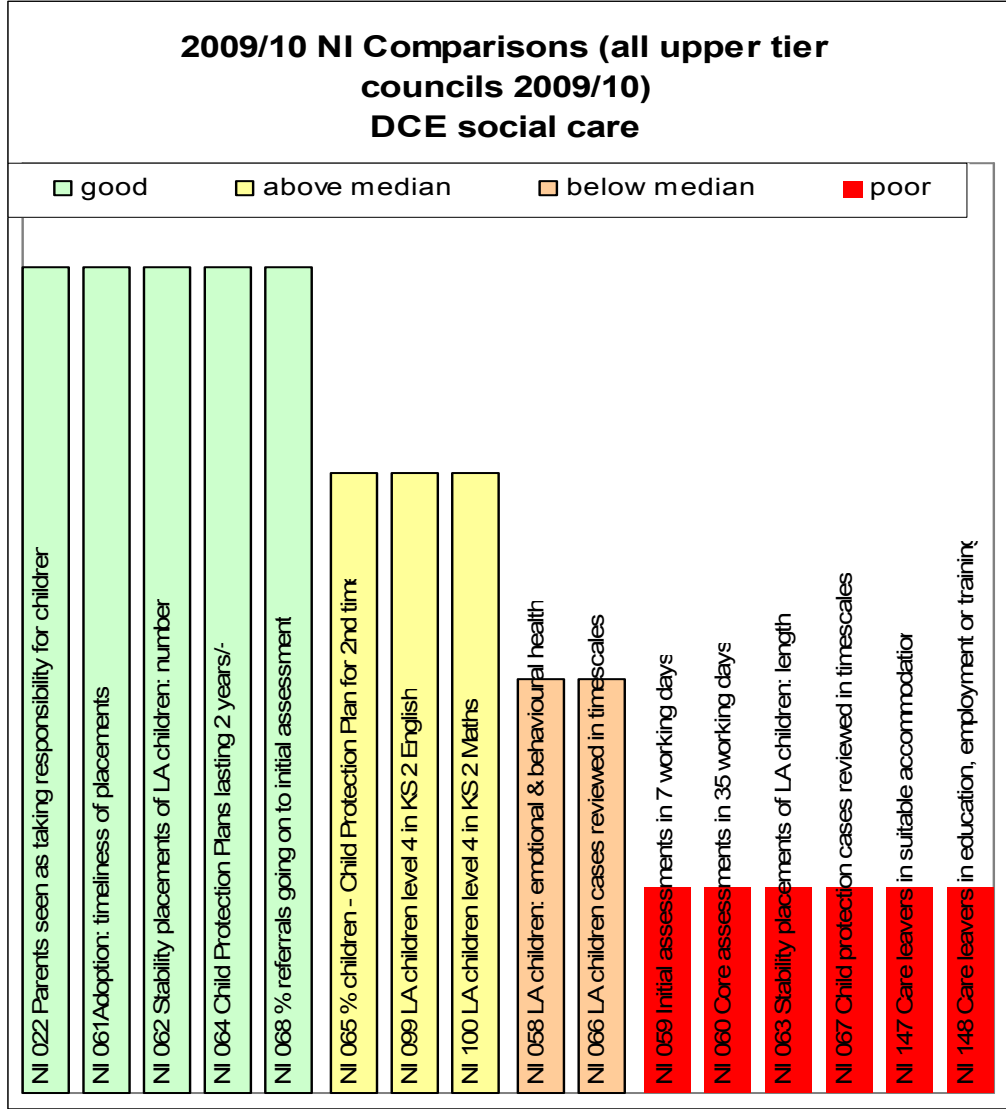
Reduce our environmental impact					
NI 188	Planning to Adapt to Climate Change. (H*)	-	Level 3 of NI 188	Y	This target relates to levels of NI 188 (production of a climate change adaptation action plan. Levels 0 and 1 have been reached and work has begun on achieving level 2 - comprehensive risk assessment. Milestones have been set within the corporate plan to ensure we remain on track to achieve this and these are detailed in paragraph 16 above.
Local PI	By 2014 we will have a range of pilot energy efficiency and renewable energy from micro-generation to home energy efficiency projects (at least one in each of Wiltshire's community areas). These will be developed with communities with the aim of sharing and replicating best practice across the county and beyond. (H*)	0	projects in 3 areas	-	Need time to build capacity at local level and develop projects in partnership. Links to performance on NI186 but county-wide impact of a few small scale projects will be minimal. We will be looking at bigger impacts through a carbon reduction action plan for the county.
NI 193	Last year, 56% of our waste was sent to landfill. By 2014, we will have reduced that figure to 25% making Wiltshire one of the lowest landfill authorities in the country. (L*)	36.12%	40%	Y	The NI 193 performance for Q1 2010/11 was 36.12% of municipal waste landfilled. This indicates that the council is likely to achieve a landfill of less than 40% during 2010/11, in line with benefits realisation forecasts. The landfill percentage during 2009/10 was 47%, which was itself a significant improvement from 56% in 2008/09. During 2009/10 continued reduction in waste tonnage (NI191) and the commencement of the Lakeside energy from waste contract provided the significant improvement. Recycling (NI192) was stable. During 2010/11 a full year's tonnage to Lakeside is expected to be the main cause of the forecast for less than 40% to landfill. In the longer term the proposed changes to waste collections and the proposed MBT contract are forecast to yield further significant benefits.
NI 197	We will aim to deliver over 50% of local sites with recognised value for biodiversity (e.g. County Wildlife Sites, Protected Road Verges and Regionally Important Geological Sites) in positive management by 31/03/2011, compared to the baseline of less than 40% in 31/03/2008, and will aim to maintain it at this level. (H*)	-	50%	-	Wiltshire Council's Biodiversity Indicator Officer is currently undertaking a programme of Local Site condition assessment and ecological survey, liaison with statutory agencies, and liaison with and advice to farmers and landowners, to increase the proportion of Local Sites in positive management for the 2010/2011 target year.
Achieve savings, be more efficient and ensure we deliver value for money					
We will drive out waste and increase efficiency across the organisation, whilst maintaining front line services. To achieve this we will:					
Local PI	Deliver savings of £50m over the period 2010-11 to 2013-14. (H*)	£24m	24.6	Y	£24 million was saved in the creation of the 2010/11 budget.
Local PI	Deliver year-on-year reductions in the rise of council tax. (L*)	2010/11 2.3% av. rise	2.30%	Y	Reduced from 3.5% avg rise in 2009/10.
Local PI	Release £50m from asset portfolio to enable investment in front line services. (H*)	-	N/A	-	The asset management plan that delivers this Corporate Plan indicator is linked in with finalisation of the business plan being finalised. The asset release targets will run from 2011/12 onwards.
Local PI	Deliver 3% in cost reduction from procurement & commissioning each year (£9m p.a.) (H*)	-	9	Y	
Local PI	Deliver 3% in cost reduction from service redesign (including lean) each year (£9m p.a.) (H*)	-	3%	-	Work on scoping the reviews and plans for the teaching and learning to be provided to Service Directors to support the 7% savings required are being formulated.

*NB: In the tables above 'H' indicators that higher performance against the target constitutes good performance and 'L' indicates that lower performance against the target constitutes good performance.

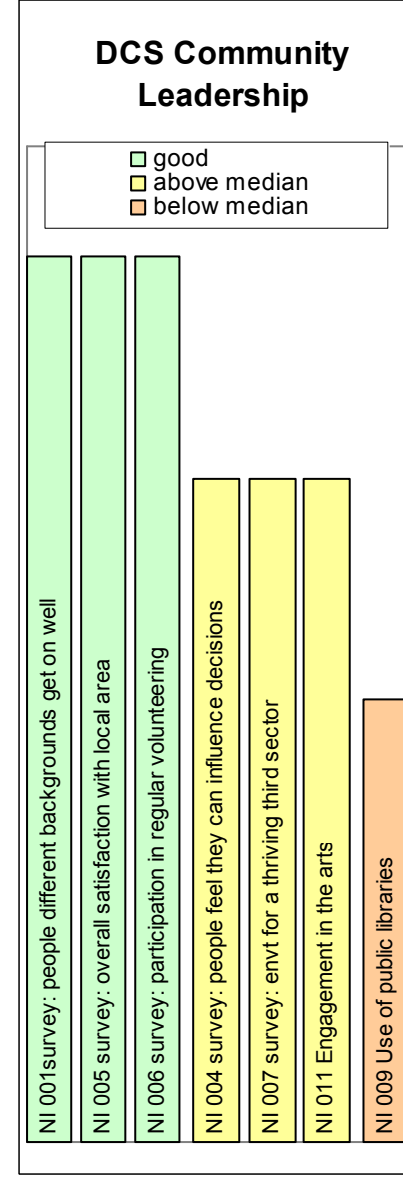
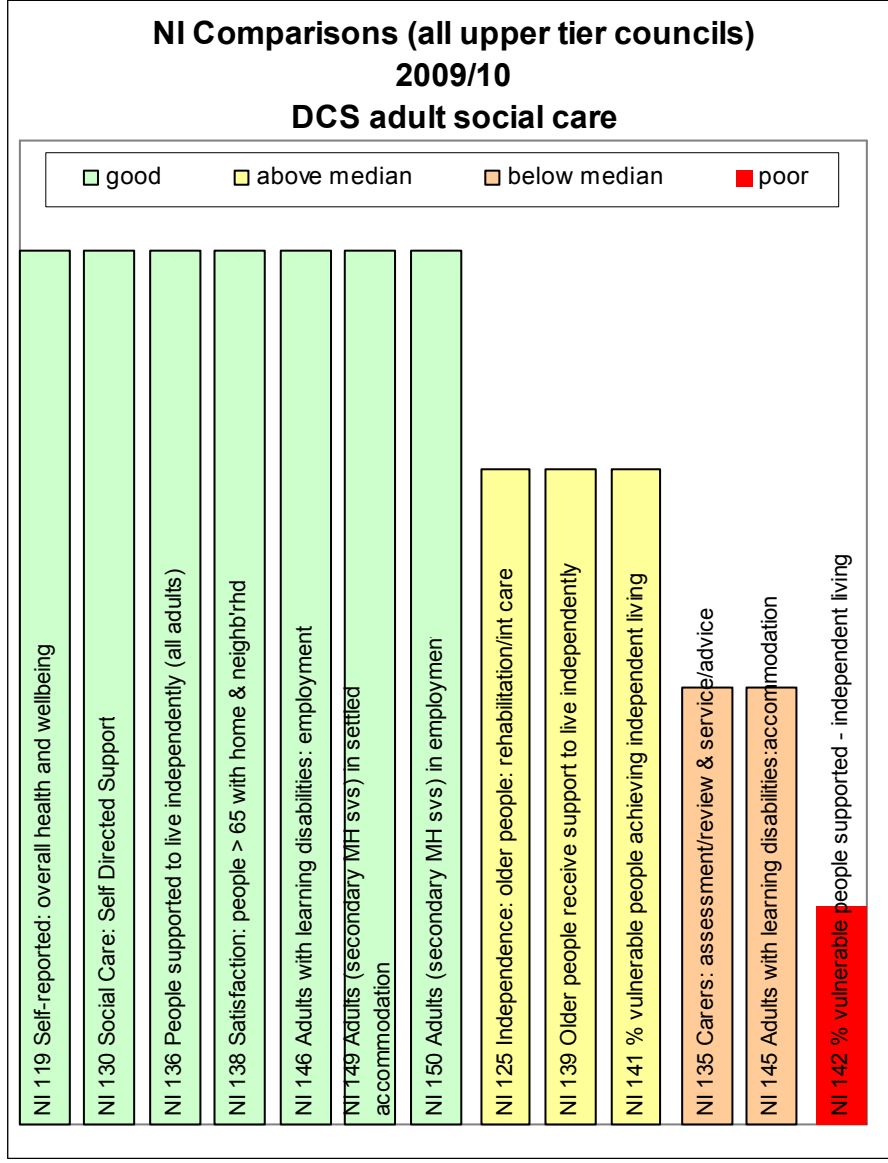
2009/10 NI Comparisons (all upper tier councils 2009/10) DCE Schools & Learning



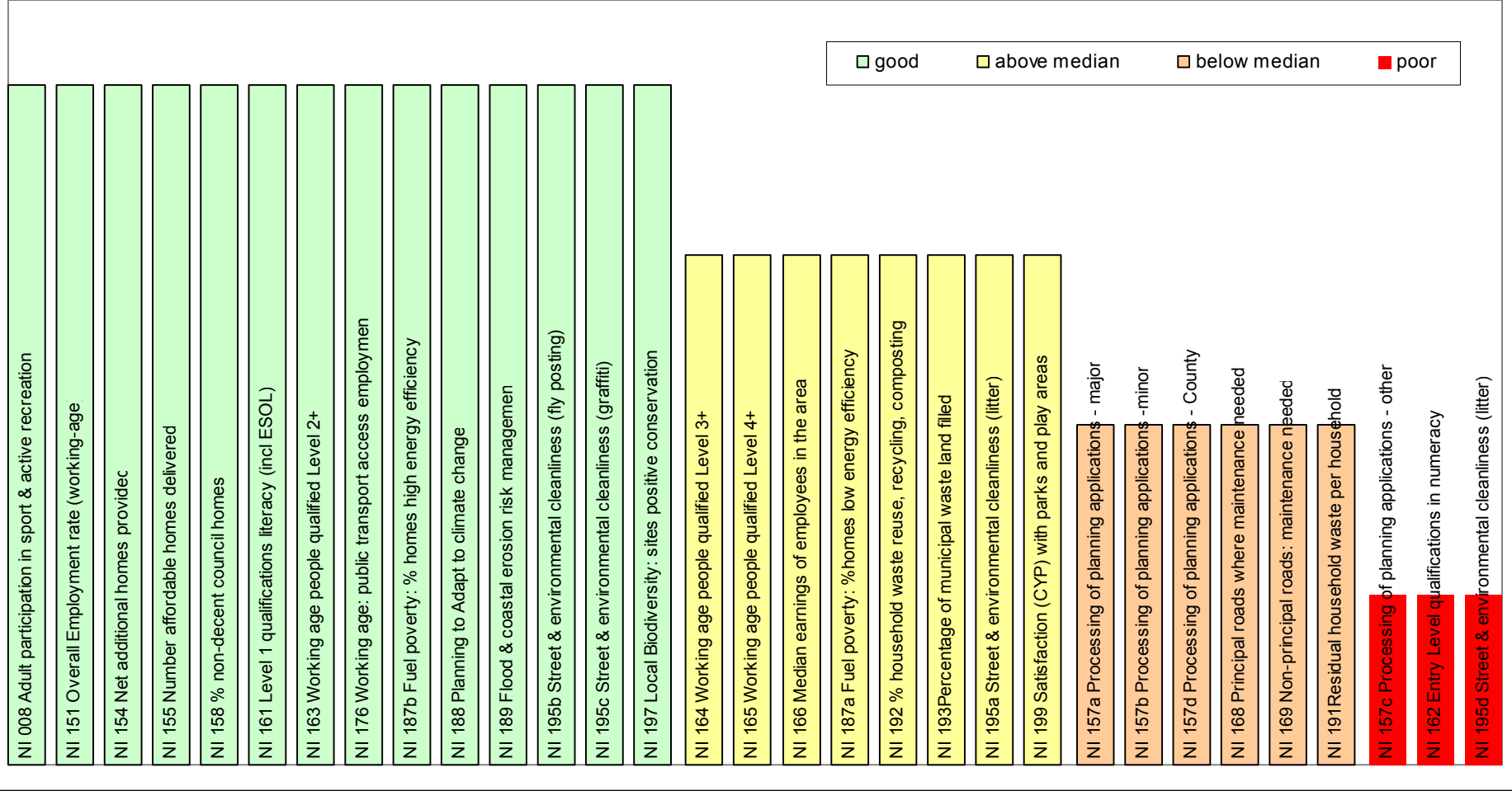
Annex 2: NI Comparisons



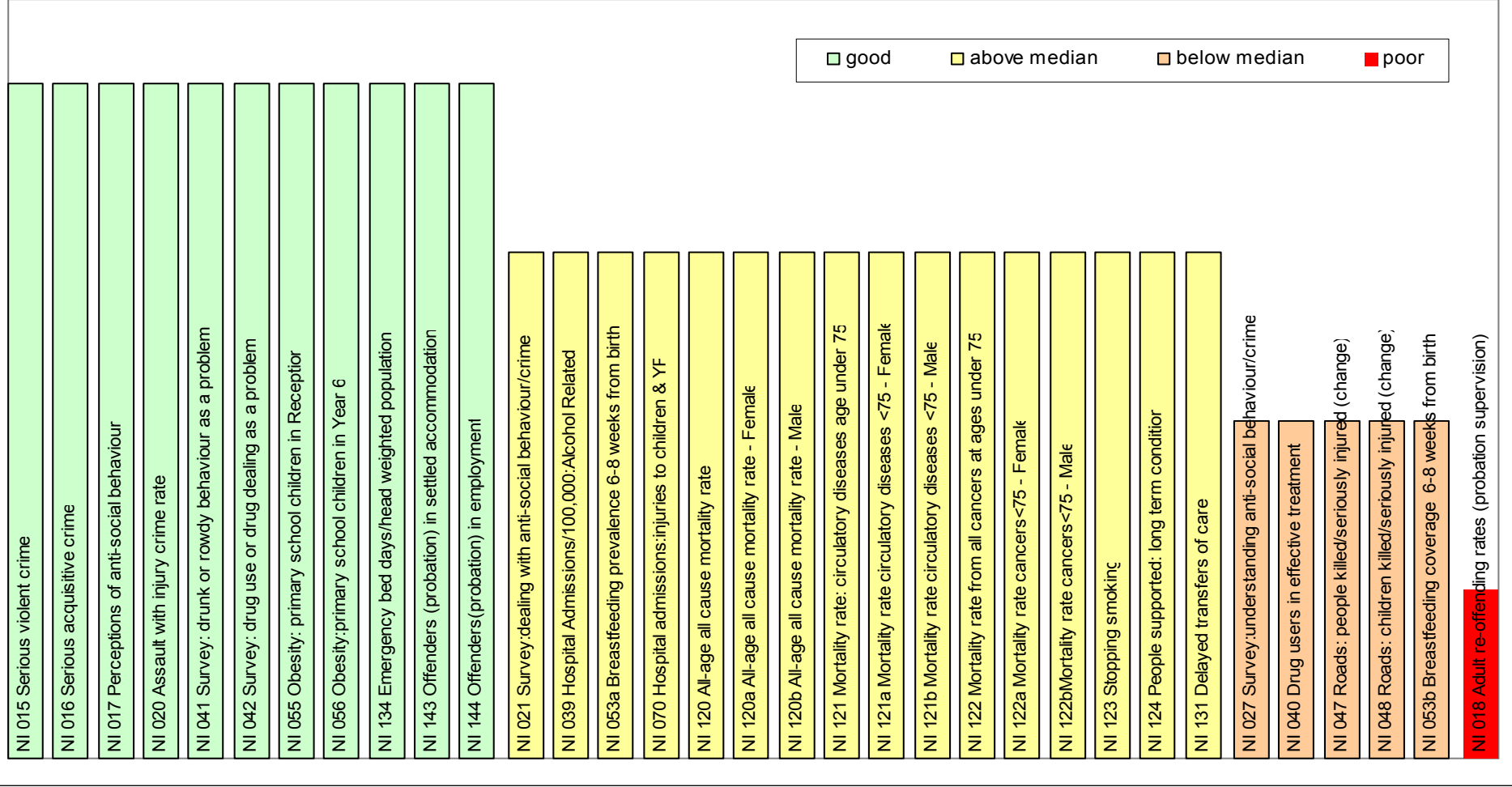
Annex 2: NI Comparisons



NI Comparisons (all upper tier councils) 2009/10
Neighbourhood and Planning

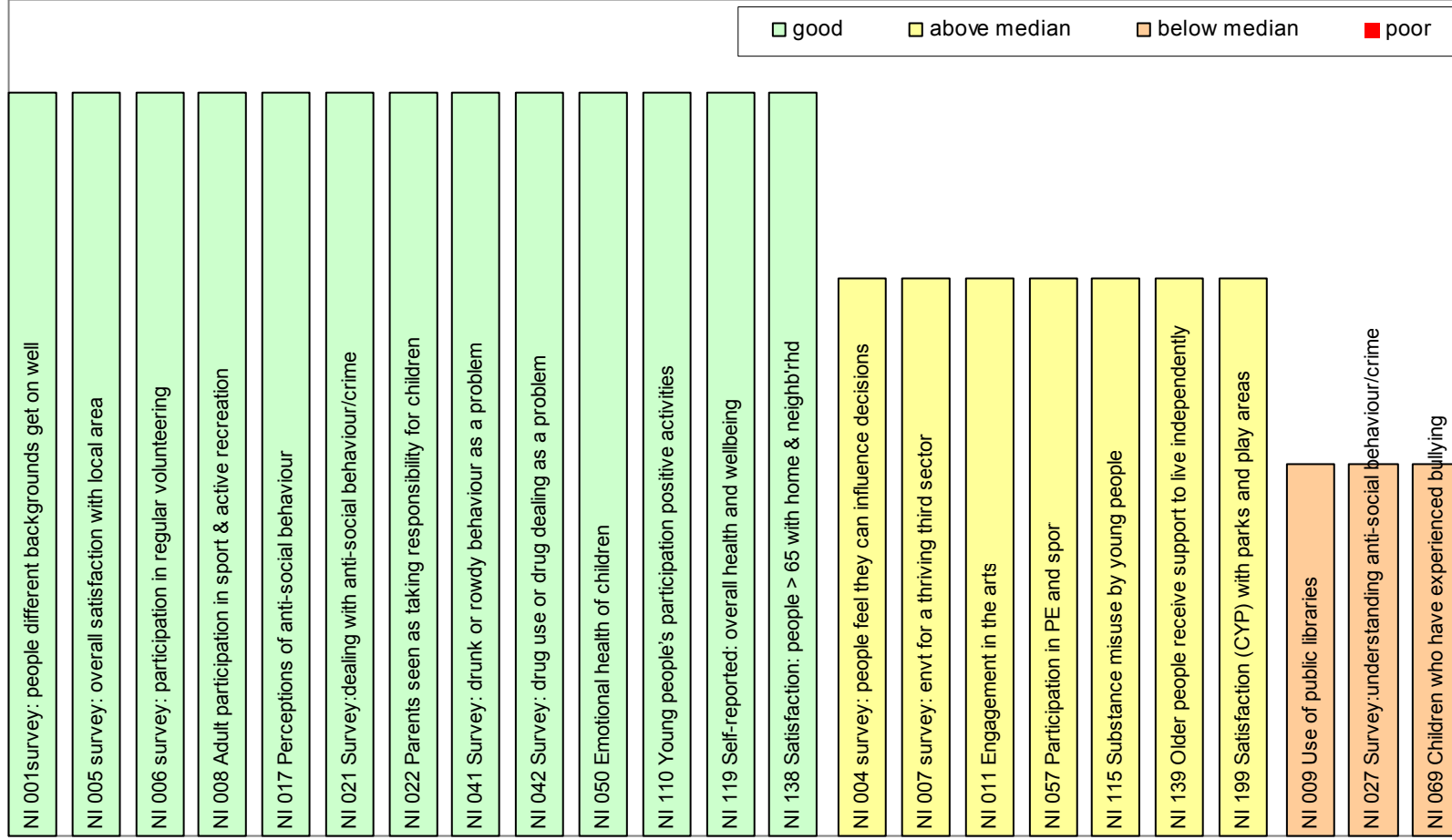


NI Comparisons (all upper tier councils) 2009/10
Public Health



Annex 2: NI Comparisons

Opinion Surveys - NI Comparisons (all upper tier councils) 2009/10



Annex 3 Performance Reward Grant Bids from Area Boards – Table of Approved Bids

PRG Scheme - Area Boards: Summary September 2009 to March 2010						
Bid No	Area Board	Brief description	Capital £	Revenue £	Total £	Brief details of Bid
1	All	Speedwatch – cross county	56,200	34,310	90,510	To provide a county-wide Speedwatch scheme to help raise awareness of the importance of reductions in speeding. This bid covers all area boards
4	Salisbury	Taxi Marshalls for Christmas 09		2,000	2,000	To run a Taxi-Marshall scheme to help reduce violence and anti-social behaviour in Salisbury town centre over the Christmas period 2009. A full evaluation of the scheme has been conducted.
8	Trowbridge	Seymour Community centre	10,000		10,000	To refurbish a former shop premises to provide a permanent community building.
9	Trowbridge	Trowbridge Annual Festival of Fun Youth cafe	4,000		4,000	To provide computers and other equipment for the Taff café.
12	Warminster	Warminster Windows		2,049	2,049	To improve street-scene in the town by filling the windows of empty shops.
13	Tidworth	Ludgershall Scout Hut	14,627		14,627	Contribution to refurbishment of roof
14	Tidworth	Collingbourne Ducis Toilets	4,000		4,000	Contribution to construction of toilet facilities
16	Amesbury	Avon Valley College - Alternative Living and Applied Learning Centre		1,500	1,500	To provide equipment for the Alternative Living centre.
18	Warminster	Friends of Warminster Park	12,000		12,000	To improve the skate-park.
22	Warminster	Athenaeum	38,015		38,015	To provide a lift which will enable access to the top level of the centre for those with mobility difficulties.
24	Melksham/All	Splash		29,700	29,700	To improve the quality of life for vulnerable young people aged 9-16 by providing safe positive activities during school holidays to divert them away from anti-social and negative behaviour.
25	All	Community Payback	53,050	10,000	63,050	To provide utilities trucks, equipment and a contribution to co-ordinator costs to assist in the supervision of offenders repaying their debt to society through unpaid work in rural areas.
26	Malmesbury	Skate Park	92,250		92,250	To provide a safe and organised activity area for young people, by way of: - A safe, supervised skate and skateboard area with ramps both fixed and mobile - A safe and supervised area for basic car and bike maintenance - A safe area for young people to play badminton, football/basket and netball - A large space for performing arts and social events
27	Amesbury	Larkhill Rejuvenation and Road safety		11,530	11,530	To increase the feeling of well-being and community cohesion within Larkhill, including addressing concerns about road safety.
			5,000		5,000	Capital – additional amount allocated not yet released to cover flashing speed reduction lights

PRG Scheme - Area Boards: Summary September 2009 to March 2010

Bid No	Area Board	Brief description	Capital £	Revenue £	Total £	Brief details of Bid
28	Amesbury	Avon Valley College Media Centre	20,000		20,000	To provide facilities to aid and enhance the college and surrounding communities.
30	Malmesbury	Sherston Old School	65,000		65,000	Contribution to costs of renovation and conversion to retail and community facility
32	Amesbury Warminster Tidworth	Skilled for Health		25,000	25,000	Works with, and supports the families of, service men and women through a series of short courses to improve confidence and self esteem, encourage learners to access further education to improve their skills/take employment
35	Warminster	Community Radio Upgrade	26,411		26,411	Upgrade of equipment to enable continued running of well-supported community radio station
36	Pewsey	Salamander	18,000		18,000	Capital costs relating to scheme for young people at risk offending or re-offending
40	Salisbury	The Unit		15,000	15,000	Contribution towards revenue costs of running a youth volunteering project
46	Melksham	Semington Sports Club	24,000		24,000	Contribution towards cost of new sports and changing facilities
Bids Approved in principle - Awaiting full approval from all Area Boards						
52	All**	Volunteer Centre Wiltshire	2,940	52,754	£55,694	Provision of a County wide accredited volunteer service
54	All**	Wiltshire Voices (hard to reach groups)		54,000	£54,000	Provision of funds to increase participation in Area Boards
Total - approved			445,493	237,843	683,336	

There are other bids which are still pending a decision and 29 bids have been rejected. Minutes can be viewed at:

<http://www.wiltshire.gov.uk/council/wiltshirefamilyofpartnershipsworkingtogether/wiltshirepublicserviceboard/psbperformancerewardgrantpanel.htm>

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Wiltshire Council

Cabinet

14 September 2010

Subject: Annual Report on Treasury Management 2009-10

Cabinet Member: Councillor Fleur de Rhé-Philippe - Finance, Performance and Risk

Key Decision: No

Executive Summary

In accordance with the CIPFA Prudential Code for Capital Finance in Local Authorities 2003 (The Prudential Code), the Council adopted a Treasury Management Strategy (TMS) for 2009-10, including a set of Prudential Indicators (Prls) and an Annual Investment Strategy (AIS) at its meeting on 24 February 2009. This report shows how the Council has performed against this strategy.

Proposal

The Cabinet is asked to consider and note:

- a) the actual cash position at the end of 2009-10 against the original forecast for the year;
- b) Prls and other treasury management strategies set for 2009-10 against actual positions resulting from actions within the year as detailed in Appendix A; and
- c) investments during the year in the context of the Annual Investment Strategy as detailed in Appendix B.

Reasons for Proposals

To give members of the Cabinet an opportunity to consider the performance of the Council against the parameters set out in the last approved Treasury Management Strategy.

This report is required by the Prudential Code for Capital Finance in Local Authorities and the CIPFA Code of Practice for Treasury Management in the Public Services.

Matthew Tiller
Interim Chief Accountant (Acting Section 151 Officer)

14 September 2010

Subject: Annual Report on Treasury Management 2009-10

Cabinet Member: Councillor Fleur de Rhé-Philippe - Finance, Performance and Risk

Key Decision: No

Background & Purpose of Report

1. In accordance with the CIPFA Prudential Code for Capital Finance in Local Authorities 2003 (The Prudential Code), the Council adopted a Treasury Management Strategy (TMS) for 2009-10, including a set of Prudential Indicators (Prls) and an Annual Investment Strategy (AIS) at its meeting on 24 February 2009.
2. An interim report was submitted to Cabinet on 15 December 2009 for the period from 1 April to 30 September 2009. This report covers the whole financial year ended 31 March 2010.

Main Considerations for the Cabinet

3. This report reviews:
 - a) the actual cash position at the end of 2009-10 against the original forecast for the year;
 - b) Prls and other treasury management strategies set for 2009-10 against actual positions resulting from actions within the year (see Appendix A); and
 - c) investments during the year in the context of the Annual Investment Strategy (see Appendix B).

Review of cash position

4. In setting strategies and Prls for 2009-10, a forecast cash position for the year was prepared based on expected inflows and outflows of cash during the year.
5. The actual cash position at 31 March 2010 is a cash requirement of £37.3 million, against an anticipated cash requirement of £25.6 million. The cash forecast for 2009-10, the first year of unitary status, was difficult to quantify in terms of the information available from all five authorities at the time the forecast was set. The variation of £11.7 million, which relates to both capital and revenue items, is made up of several variations, from both actual receipts and payments against forecasts, no single area being individually identifiable as the main 'culprit'. Once a pattern of spend and income has been established for

the new council a more accurate cash forecast will be possible. This will be available for 2010-11.

6. There were no opportunities to restructure PWLB loans in 2009-10 due to, both, interest rates at the appropriate maturity profiles and the high level of premiums payable for the early repayment of PWLB loans.
7. New PWLB loans totalling £20 million were taken up in February 2010, 'freeing up' surplus cash to invest in the short term and improving the 'spread' of the loan maturity profile.

Review of Prudential Indicators and Treasury Management Strategy for 2009-10

8. The detail of the review is given in Appendix A. The Cabinet is asked to note that:
 - a) all action has been within the agreed PrIs;
 - b) the average interest rate for long term debt is 4.30%, compared to 4.29% in 2008/09;
 - c) short term cash deficits and surpluses were managed through temporary loans and deposits with a return on investments of 0.57% (4.58% in 2008-09, the reduction reflects the significant decrease in the level of interest rates since October 2008), in comparison to a market rate of 0.50%, based on the Average 3 Month LIBID Rate for 2009/10 (London Interbank Bid rate, i.e. the rate at which banks are prepared to borrow from other banks); and
 - d) two Money Market Funds were opened, within which several investments (advances and withdrawals) were processed, during the year. No cost effective opportunity arose to obtain increased investment returns within acceptable risk levels from investment with External Cash Managers.

Review of Investment Strategy

9. This review is detailed in Appendix B. The Cabinet is asked to note that:
 - a) there was an unavoidable deviation from the approved Annual Investment Strategy, the possibility of which was brought to the attention of the Implementation Executive at its meeting on 29 January 2009 and the County Council at its meeting on 24 February 2009. As stated in paragraphs 27 and 28 of the approved Treasury Management Strategy for 2009-10, "27. The district councils currently hold investments with maturity dates beyond 1st April 2009, leading to two potential risks of breaching the proposed Treasury Management Strategy when combining these with investments held by the County Council. (leading to a breach of the proposed Treasury Management Strategy): a) in terms of maximum investment limits for individual financial institutions and/or groups of financial institutions; and b) where the districts currently hold investments, the maturity dates of which are later than 31st March 2009, that, because of differing strategies, do not meet the proposed Treasury Management Strategy. 28. In the event that the potential risks in the previous paragraph are realised, it is

proposed that the investments causing the realisation are allowed to continue until maturity. In addition it is proposed that IE agree that all Councils adopt the New Council Investment Strategy immediately to mitigate and limit this risk.”

- b) A £1 million, three year, investment held by one of the former district councils, North Wiltshire in this case, that matured after 1 April 2009, was carried as a Council investment until it matured on 27 April 2010. The counterparty (Kent Reliance Building Society) with which the investment was held did not meet the high credit ratings as required by the new Authority’s Investment Strategy.
- c) no long term investment opportunities were identified.

Environmental and Climate Change Considerations

- 10. a) to d) None have been identified as arising directly from this report.

Equalities Impact of the Proposal

- 11. None have been identified as arising directly from this report.

Risks Assessment and Financial Implications

- 12. The primary treasury management risks to which the Council is exposed are adverse movements in interest rates and the credit risk of counterparties.
- 13. Investment counterparty risk is controlled by assessing and monitoring the credit risk of borrowers as authorised by the Annual Investment Strategy. Appendix B of this report details action taken in 2009-10.
- 14. At 31 March 2010, the Council’s average interest rate in respect of long term debt was 4.30%, which, according to the latest available information, remains one of the lowest rates amongst UK local authorities.
- 15. It is also considered important to ensure that there is an even spread of loans to avoid the prospect of a large number (and value) of loans maturing in any one year, which may need to be replaced when interest rates are high. A summary of the present maturity profile is shown in Appendix C (i).
- 16. Whilst returns on investments have decreased markedly, mainly as a result of the ‘credit crunch’, since October 2008 and are likely to continue at near current levels for a while, the costs of borrowing have remained at similar levels because the loan profile is almost entirely at fixed maturity rates. However, the average rate of borrowing is relatively low and the Council retains sufficient flexibility in its strategy with a reasonable balance between the costs of borrowing and return on investments. The investment rate of return for the year was 0.57%, against an average borrowing rate of 4.30%.

Legal Implications

- 17. None have been identified as arising directly from this report.

Options Considered

18. Additional call accounts, providing 'instant access' to cash surpluses, have been opened with highly credit rated counterparties, paying competitive rates of interest.
19. The opening of two Money Market Funds means that the Council can take advantage of an alternative form of 'instant access account', whilst obtaining a higher return than that gained from placing the cash on fixed short term, or overnight (with HSBC), deposit.
20. Longer term investments were considered, however, in the present economic climate it was decided to continue to keep investments short, pending further certainty in the financial markets, particularly following the failure of the Icelandic banks.
21. The Bank Rate is expected to rise in 2011 and reach 4.5% by March 2013. PWLB rates are also expected to rise steadily over the next three years as the UK economy improves. With this in mind, it was decided to borrow an additional £20 million new PWLB loans in February 2010, reducing the gap between CFR and net borrowing and thus lowering the level of internal borrowing, together with 'smoothing' the spread of the loan maturity profile and 'freeing up' surplus cash for short term investment.

Conclusions

22. Cabinet is asked to note the report.

Matthew Tiller
Interim Chief Accountant (Acting Section 151 Officer)

Report Author:

Keith Stephens, Principal Accountant – Treasury and VAT, Tel: 01225 713603,
email: keith.stephens@wiltshire.gov.uk

Background Papers

The following unpublished documents have been relied on in the preparation of this Report: NONE

Appendices

Appendix A - Review of Prudential Indicators for 2009-10

Appendix B - Investment Strategy for 2009-10

Appendix C(i) - Summary of long term borrowing 1 April 2009 - 31 March 2010

Appendix C(ii) – Summary of temporary loans and deposits 1 April 2009 – 31 March 2010

REVIEW OF PRUDENTIAL INDICATORS FOR 2009-10

1. Where appropriate the figures shown in this report are consistent with future years' estimated PrIs, which were reviewed and reported as part of the 2009-10 budget process.

PrI 1 - Capital Expenditure

2. The table below shows the original and revised estimate of capital expenditure against the actual for the year 2009-10:

	2009-10 Original Estimate £ million	2009-10 Revised Estimate £ million	2009-10 Actual Outturn £ million
Capital Expenditure	131.7	128.8	107.2

3. The Capital Programme has been actively managed throughout the year, including a number of reprofiling. The revised capital budget (capital outturn position for 2009-10) is £124.6 million. Details are as reported in the capital outturn report presented to the Cabinet at its meeting on 22 June 2010.

PrI 2 – Ratio of Financing Costs to Net Revenue Stream

4. PrI 2 expresses the net costs of financing as a percentage of the funding receivable from the Government and council tax payers. The net cost of financing includes interest and principal repayments for long and short term borrowing, as well as other credit-like arrangements, netted off by interest receivable in respect of cash investments.

	2009-10 Original Estimate	2009-10 Revised Estimate	2009-10 Actual
Financing Costs as a percentage of Revenue Budget	6.3%	5.8%	5.2%

5. The actual is below the revised estimate due to increased investment income.

PrI 3 – Estimate of Incremental Impact of Capital Investment Decisions on the Council Tax

6. This indicator is only relevant during budget setting, as it reflects the impact on the Band D Council Tax caused by any agreed changes in the capital programme.

PrI 4 – Net Borrowing and the Capital Financing Requirement

7. PrI 4 measures the so called “Golden Rule” which ensures that over the medium term net borrowing is only for capital purposes. The table below shows the original and revised estimate for 2009-10 compared with the actual position at the year end.

	2009-10 Original Estimate £ million	2009-10 Revised Estimate £ million	2009-10 Actual £ million
Capital Financing Requirement	275.0	259.9	299.5
Net Borrowing	137.2	113.6	142.6
Capital Financing Requirement not funded by net borrowing	137.8	146.3	156.9

8. The Capital Financing Requirement (CFR) increases whenever capital expenditure is incurred. If resourced immediately (from capital receipts, direct revenue contributions or capital grant/contributions) the CFR will reduce at the same time that the capital expenditure is incurred, with no net increase in CFR.
9. Where capital expenditure is not resourced immediately, there is a net increase in CFR, represented by an underlying need to borrow for capital purposes, whether or not external borrowing actually occurs. The CFR may then reduce over time by future applications of capital receipts, capital grants/contributions or further charges to revenue.
10. This PrI is necessary, because under an integrated treasury management strategy (in accordance with best practice under the CIPFA Code of Practice on Treasury Management in the Public Services), borrowing is not associated with particular items or types of expenditure, whether revenue or capital
11. Net Borrowing is the Council's total external debt less its short term cash investments.

PrI 5a – External debt

	31/3/09 Actual £ million	31/3/10 Expected £ million	31/3/10 Actual £ million
Borrowing	186.3	185.2	205.2
Other Long Term Liabilities	0.2	0.2	£0.2
TOTAL	186.5	185.4	205.4

12. This PrI shows the gross External Debt outstanding at year end. The actual borrowing figure is outstanding long term borrowing as shown in Appendix C (i). The difference between expected and actual borrowing reflects the decision to borrow £20 million for the reasons explained in the main body of the annual report (see paragraph 7 of the report).
13. Details of all long term loans taken during the year are given in Appendix C (i).
14. In February 2010, following a meeting with our treasury advisers, it was agreed that the Council should take advantage of lower PWLB loan rates in anticipation that rates are likely to rise over the next three years, thus mitigating the risk of having to borrow at a future date when PWLB rates are higher.

Prl 5b – Operational Boundary for External Debt

Operational Boundary	2009-10 £ million	2010-11 £ million	2011-12 £ million	2012-13 £ million
Borrowing	302.0	326.1	365.1	360.2
Other Long Term Liabilities	0.2	0.2	0.2	0.2
TOTAL	302.2	326.3	365.3	360.4

15. This Prl is for gross borrowing and was set at a limit that would allow the Council to take its entire financing requirement as loans, if this was most cost effective. The limit was set to anticipate expected expenditure and it has not been exceeded during the period covered by this report. The maximum gross borrowing during the year being £205.2 million at 31 March 2010.

Prl 5c – Authorised Limit for External Debt

Authorised Limit	2009-10 £ million	2010-11 £ million	2011-12 £ million	2012-13 £ million
Borrowing	347.4	375.0	419.9	414.2
Other Long Term Liabilities	0.2	0.2	0.2	0.2
TOTAL	347.6	375.2	420.1	414.4

16. This Authorised Limit was not exceeded at any time during the year, as maximum borrowing was below the lower Operational Boundary.

Prl 6a – Upper Limit on Fixed Interest Rate Exposures

The Council's upper limit for fixed interest rate exposure for the period 2009-10 to 2012-13 is 100% of net outstanding principal sums.

Prl 6b – Upper Limit on Variable Interest Rate Exposures

The Council's upper limit for variable interest rate exposure is 22% for 2009-10, 20% for 2010-11, 20% for 2011-12 and 25% for 2012-13 of net outstanding principal sums.

17. All loans and investments are at fixed rates of interest.

Prl 7 – Maturity Structure of Borrowing

Limits on the Maturity Structure of Borrowing	Upper Limit	Lower Limit	Actuals 31/3/10
Maturing Period:			
- under 12 months	15%	0%	0.0%
- 12 months and within 24 months	15%	0%	0.0%
- 2 years and within 5 years	45%	0%	1.0%
- 5 years and within 10 years	75%	0%	1.9%
- 10 years and above	90%	0%	97.1%

18. With effect from 31 March 2009, as reflected in the Statement of Accounts for 2008-09 (also maintained within the draft Statement of Accounts 2009-10), in accordance with the latest recommendations contained within the Statement of Recommended Accounting Practice (SORP) and current guidance, a change was implemented to the treatment of market (LOBO – Lender Option, Borrower Option) loans, where maturity dates are based on the contractual life of the loan rather than the first option (call) date.
19. This was highlighted in both the Annual Report on Treasury Management 2008-09, presented to Cabinet at its meeting on 15 July 2009 and the Treasury Management Strategy 2010-11, which was approved by Cabinet at its meeting on 11th February 2010 (ratified by Full Council at its meeting on 23 February 2010), including the approval of the necessary change to the upper limit for the period of “10 years and above” in the maturity structure of borrowing under, Prl 7, to 100%.
20. In addition to the main maturity indicators it is considered prudent that no more than 15% of long term loans should fall due for repayment within any one financial year. The actual maximum percentage falling due for repayment in any one year is currently 6.3% (£13 million) in both 2052-53 and 2053-54. The average interest rate on present long-term debt is 4.30%, which, according to the latest available information, continues to be one among the lowest local authority rates.

Prl 8 – Total Principal Sums invested for periods longer than 364 days

21. This Prl is covered by the Annual Investment Strategy, which is detailed in Appendix B.

Prl 9 – Compliance with CIPFA Code of Practice for Treasury Management in the Public Services

The Council is and will continue to be fully compliant with the CIPFA Code of Practice for Treasury Management in the Public Services.

22. This Code of Practice has been complied with during 2009-10.

Other Treasury Management issues

Short Term Cash Deficits and Surpluses

23. It was agreed that temporary loans and deposits would be used to cover short term cash surpluses and deficits that arise during the year. Such borrowing or investments would be made to specific dates at fixed rates, with reference to the cash flow requirements. Investments have also been placed in Money Market Funds during the year.
24. The temporary loans and deposits used are summarised in Appendix C (ii).

Icelandic Bank Deposits

25. During 2009-10 the Council received three interim dividends from the administrators of Heritable Bank totalling £3,155,805. No repayments have been received from Landsbanki.
26. According to the latest available information, the Council should expect to receive a total repayment from Heritable of between 79 and 85 pence in the pound. Based on guidance from the Local Government Association and Bevan Brittan solicitors, the final total repayment from Landsbanki is expected to be around 95 pence in the pound. However, this (in line with current opinion) assumes that local authorities obtain priority status in terms of their deposits with the bank. In agreeing claims from creditors, Landsbanki Winding-up Board granted priority status to local authorities, but this decision has been challenged by a group of creditors (mainly bond holders) who are classified as general creditors. Their objections are currently the subject of litigation through the Icelandic courts. If the courts were to accept the objections and decide that priority status does not apply to local authority deposits, the Council would be classified as a general creditor and receive a reduced total final repayment of around 38 pence in the pound, based on current advice.
27. The deposits outstanding with Icelandic banks are shown in Appendix C (ii) at impaired value, impairment being calculated using CIPFA guidance contained within LAAP Bulletin 82, Update 2, May 2010, less the dividends which have been received from Heritable administrators.

Longer Term Cash Balances

28. In the current economic climate it is considered appropriate to keep investments short term and only invest with highly credit rated financial institutions, using Sector's suggested creditworthiness approach. Therefore, when available for investment, longer term cash balances were placed on short term deposits.
29. Should the situation change in the next financial year consideration will be given to investing longer term where rates are attractive, whilst maintaining considerations regarding security and liquidity of investments.

INVESTMENT STRATEGY FOR 2009-10

1. All investments of surplus cash balances were placed to ensure:
 - a) the security of capital, deposits only being placed with financial institutions which met the **high credit ratings** laid down in the approved Strategy;
 - b) the liquidity of investments, all deposits being placed for fixed periods at fixed rates of interest; and
 - c) all such investments were in sterling and in "Specified Investments", as prescribed in the DCLG Guidance on Local Government Investments (the "Guidance").
2. As summarised on Appendix C (ii), 326 deposit transactions were processed during the year, with a gross value of £1,183.984 million. Of deposits placed, 153 were placed direct with HSBC Bank Treasury on the Council's overnight deposit account, 78 in call accounts, 16 through money market funds and 79 were placed with other counterparties.
3. Details of the deposits outstanding at the end of the year, totalling £62.601 million, are shown in Appendix C (ii). These deposits represent the Council's reserves both long term, such as the PFI and Insurance funds, and short term such as creditors or payments in advance and include the deposits that remain outstanding from Icelandic banks at impaired value less repayments.
4. Two Money Market Funds were opened during the year. The balances outstanding at the end of the year are also shown in Appendix C (ii).
5. The Council contracts with a treasury adviser, regularly reviewing credit ratings of potential organisations and their respective country's ratings, together with other 'tools' used to assess the credit quality of institutions such as credit default swaps. The Council uses this information to assess institutions with which it may place deposits or from which it may borrow, including interest rate forecasts for both borrowing and investment, together with setting a 'benchmark' borrowing rate. The Council's investment policy is 'aimed' at the prudent investment of surplus cash balances to optimise returns whilst ensuring the security of capital and liquidity of investments. However, the Council, like any other organisation, can be exposed to financial risk, which is negated as far as possible by the foregoing measures.

SUMMARY OF LONG TERM BORROWING 1 APRIL 2009 - 31 MARCH 2010**LOANS RAISED During the Period**

Date raised	Lender	Amount (£m)	Type	Interest rate (%)	Maturity date	No. of years
February	PWLB	2.000	Maturity	2.750	Jun-14	4.25
February	PWLB	2.000	Maturity	3.140	Jun-15	5.25
February	PWLB	2.000	Maturity	3.470	Jun-16	6.25
February	PWLB	2.000	Maturity	4.330	Jun-21	11.25
February	PWLB	2.000	Maturity	4.450	Jun-23	13.25
February	PWLB	2.000	Maturity	4.490	Jun-24	14.25
February	PWLB	2.000	Maturity	4.540	Jun-26	16.25
February	PWLB	2.000	Maturity	4.560	Jun-28	18.25
February	PWLB	2.000	Maturity	4.570	Jun-41	31.25
February	PWLB	2.000	Maturity	4.570	Jun-42	32.25
	Total	20.000				

Average period to maturity (years)

15.25

Average interest rate (%)

4.09**Maturity Profile at 31 March 2010**

Year	Amount (£m)	%age	Average rate (%)
1 to 5 years	2.080	1.0	2.815
6 to 15 years	10.015	4.9	3.977
16 to 25 years	37.623	18.3	4.458
26 to 50 years	139.500	68.0	4.362
Over 50 years	16.000	7.8	4.110
Totals	205.218	100.0	4.325

Average period to maturity (years)

35.84

SUMMARY OF TEMPORARY LOANS AND DEPOSITS 1 April 2009 - 31 March 2010**Deposits Outstanding at 31 March 2010**

Borrower	Amount £m	Terms	Interest rate(%)
Blackrock Money Market Fund	10.951	No fixed maturity date	0.52
JP Morgan Money Market Fund	6.120	No fixed maturity date	0.57
HSBC Bank	5.200	No fixed maturity date	0.20
Bank of Scotland	7.639	No fixed maturity date	0.75
Svenska Handelsbanken	7.952	No fixed maturity date	0.75
Santander UK (formerly Abbey)	1.163	No fixed maturity date	0.80
Alliance and Leicester	1.130	No fixed maturity date	0.80
Clydesdale	14.999	No fixed maturity date	0.80
Kent Reliance	1.000	Fixed to 27-Apr	0.66
Heritable Bank	1.385	Est Recoverable Amount	6.00
Heritable Bank	0.924	Est Recoverable Amount	6.00
Heritable Bank	1.385	Est Recoverable Amount	6.00
Heritable Bank	0.463	Est Recoverable Amount	5.42
Landsbanki	2.290	Est Recoverable Amount	6.10
Total	62.601		

Outstanding deposits with Icelandic Banks are shown at the estimated recoverable amount, which takes account of estimated impairments and, in the case of Heritable, any repayments received to date. The interest rates are the original rates.

Transactions During the Period

Type	Balance 1 Apr 09 £m	Raised		Repaid		Balance 31 Mar 10 £m	Interest variance * high/low(%)
		Value £m	No.	Value £m	No.		
Temporary loans							
- General	0.000	0.000	0	0.000	0	0.000	
Total	0.000	0.000	0	0.000	0	0.000	
Temporary deposits							
- General	46.994	434.101	79	473.648	87	7.447	1.58/0.20
- Call Accounts	12.501	161.262	78	140.880	54	32.883	1.20/0.80
- Money Market Funds	0.000	34.771	16	17.700	4	17.071	0.75/0.34
- HSBC Treasury	0.850	553.850	153	549.500	154	5.200	0.30/0.15
Total	60.345	1,183.984	326	1,181.728	299	62.601	

* Interest variance is the highest/lowest interest rate for transactions during the period

General deposits include impaired Icelandic investments less any repayments received during the financial year

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Wiltshire Council

Cabinet

14 September 2010

Subject: Free Swimming Initiative

Cabinet Member: Councillor Stuart Wheeler – Leisure, Sport and Culture

Key Decision: Yes

Executive summary

The government's grant for Free Swimming Programme was originally committed for the two financial years, 2009/10 and 2010/11. The government has given the council formal notification that its funding contribution would cease on 31 July 2010.

Wiltshire Council's decision to participate in the scheme was predicated on the basis that it had no additional financial commitments. This was achieved from receiving additional financial support from Wiltshire NHS who supported the scheme on the basis of the wider health benefits that are derived from this initiative.

This report seeks to determine how the Council wishes to proceed with regard to providing free swimming sessions for those aged 16 and under and those aged 60 and over now that the Government has ceased its commitment to continue to fund the scheme for the remainder of 2010/11.

Proposal(s)

That Cabinet is asked to consider the options set out in the report and determine how the Council wishes to proceed with regard to providing free swimming sessions for those aged 16 and under and those aged 60 and over now that the Government has ceased its commitment to fund the scheme.

MARK BODEN

Corporate Director of Neighbourhood and Planning

Wiltshire Council

Cabinet

14 September 2010

Subject: Free Swimming Initiative

Cabinet Member: Councillor Stuart Wheeler – Leisure, Sport and Culture

Key Decision: Yes

Purpose of report

1. To determine how the Council should proceed with regard to providing free swimming sessions for those aged 16 and under and those aged 60 and over now that the Government has ceased its commitment to fund the scheme. Continue for the remainder of 2010/11.

Background

2. On 6 June 2008 Government announced its intention to fund councils to provide free swimming for some groups, as a first step towards an aspiration to provide free swimming for everyone by 2012.
3. Specifically, the grant provided was to enable those local authorities which chose to participate in the programme to offer free swimming for those aged 60 or over and free swimming for those aged 16 and under. The package applied to the two financial years 2009/10 and 2010/11. The Government intended to use the evidence from the first two years to inform future funding and delivery arrangements.
4. The package offered was designed to extend opportunities to swim to maximise the health of wider participation in swimming. The £140m package included three distinct elements:
 - i. a fund to Local Authorities to enable them to introduce free swimming for people over 60 for the two financial years 2009/10 and 2010/11;
 - ii. a further fund to Local Authorities to allow them to introduce further measures designed to promote participation, particularly for under 16's for the two financial years 2009/10 and 2010/11;
 - iii. a total capital fund of £70 million for projects designed to modernise pool provision, which are integrated with providing free swimming was also be made available. Wiltshire benefited from this with a grant to refurbish Warminster's changing facilities.
5. In addition, the package will support initiatives such as free lessons for non swimmers and the introduction of swimming co-ordinators to maximise and sustain take up. Free swimming means that people in the age group who wish to swim, at any time throughout the year, when they would normally be admitted to the pool for public swimming, and in accordance with local programming, should not be charged for doing so.

The Wiltshire Context

6. Wiltshire Council signed up to the scheme and agreed to offer free swimming for both those aged 60 or over and those aged 16 and under fro 2009/10 10/11.

7. Wiltshire Council's decision was predicated on the basis that it did not contribute financially to the scheme. This was achieved from receiving additional financial support from Wiltshire NHS who supported the scheme on the basis of the wider health benefits that are derived from this initiative.
8. The annual funding for 2009/2010 and 2010/2011 agreed has been:

2009/2010 – Original Commitment			
	16 and Under	60 and Over	Total
DCMS	278,670	143,418	422,088
Wiltshire Council	0	0	0
Wiltshire NHS	65,079	73,921	139,000
Total	343,749	217,339	561,000

Table 1 – 2009/2010 Original Commitment

9. Wiltshire has also benefited from being able to enjoy free swimming lessons, although this will now cease as there will be no funding for this element of the scheme as it is not part of the £5,612,000 referred to above.

Current Situation

10. The Government formally notified Wiltshire Council on 17 June 2010 that the resource for the Free Swimming Programme would cease on 31 July 2010. The programme was reviewed with other funding commitments as part of the Governments overall exercise to find expenditure reductions in 2010/2011.
11. Wiltshire Council in partnership with Wiltshire PCT committed to extend the free swimming initiative until 30 September 2010. This was on the basis that Wiltshire PCT agreed to commit the entire in year contribution (2010/2011) of £139,000 for free swimming. This has basically enabled Wiltshire Council to continue to offer free swimming to continue until 30 September 2010 fully funded, with no additional funding required as set out in the table below

2010/2011 Current Position			
	16 and Under	60 and Over	Total
DCMS (4 months) * estimated split between age groups	£97,368	£50,160	£147,528
Wiltshire Council (8 months)	00	00	00
Wiltshire NHS (12 months)	£65,079	£73,921	£139,000
Total	£162,447	£124,081	£286,528

Table 2 – 2010/2011 Current Position

12. The Cabinet now needs to consider whether to continue to offer either the whole package, part there of or to cease to offer it and revert back to the fees and charges previously charged.

Options Open to the Council

13. There are a myriad of options open to the Council however for simplicity the following have been identified for consideration

- i. Continue to operate the current scheme until 31 March 2011 in line with the original government proposal or limited it to one of the two age groups
 - ii. Commit to operate the current scheme on an ongoing basis and build the cost into the base revenue budget for future years
 - iii. Continue to offer the scheme for those aged 60 and cease to offer the scheme for those aged 16 and under and build the cost into the base revenue budget for future years
 - iv. Continue to offer the scheme for those aged 16 and under and cease to offer the scheme for those aged 60 and build the cost into the base revenue budget for future years
 - v. Cease to offer the scheme in entirety from 1 October
14. The financial implications associated with each option are identified in **Appendix A**. The calculations have been based on receiving no further funding from Wiltshire NHS and as such are the worse case scenarios. Should funding be forthcoming in future years from Wiltshire NHS to an equivalent level to that currently granted then the council's revenue requirements would be reduced, **Appendix B**
15. The Council participated in the scheme on the basis that it was in no way financially disadvantaged which was achieved through the additional funding provided by Wiltshire NHS. As such should a decision be reached to re-introduce charges as most other authorities have done then the council can not be seen to have recinded in any way on a previous decision. Although the council can expect to receive complaints from customers who have become accustomed to swimming for free since 1 April 2009.
16. The Free Swimming Scheme has supported Wiltshire's objective to become the healthiest County which dovetails with the Sustainable Communities Strategy. In addition it has created opportunities for continued increases in the levels of physical activity and supports the Council's aim to encourage more people, to be more active, more often. During 2009/10 there were 272,561 admissions for those aged 16 and under as opposed to 198,024 in 2008/09. It has not been possible to provide a like for like comparison for those age 60 and over however there were 96,480 admissions for this age group during 2009/10.
17. The Free Swimming Initiative will also have supported a number of the council in the delivery of a number of the national indicator targets including;
- NI8 Adult participation in sport
 - NI18 Adult re-offending rates for those under probation supervision
 - NI55 Obesity among primary school children in Reception Year
 - NI56 Obesity among primary school children in Year 6
 - NI110 Young people's participation in positive activities
 - NI137 Healthy life expectancy at age 65
18. The re-introduction of charges is likely to impact on some residents ability to swim on such a regular basis as they may have been doing so since the charges were removed. In some cases this may result in residents not being able to swim at all due to their inability to pay.

Environmental impact of the proposal

19. Determining the future direction of free swimming is not considered to have any substantial bearing on the council's objective to improve the environmental efficiency of the leisure facilities

Equalities impact of the proposal

20. All centres will continue to be accessible for all and offer activities and sessions for all sectors of the community. The introduction of Free Swimming has undoubtedly provided some residents with the an opportunity to swim. The re-introduction of

charges may well reduce their ability to swim on such a regular basis or in some cases at all and we can expect to receive complaints should the charges be reintroduced.

21. The wider concessions policy is being reviewed as part of the Leisure Facilities Strategy. Consideration will be given to the pricing structure and reviewing what could be done to ensure that price is not a prohibitive factor in enabling residents to swim.
22. Should an equivalent amount of funding still be available from Wiltshire NHS in future years there would be a number of options that could be considered that would provide a much more targeted approach to improve the health and well being of those in greatest need through improved access to physical activity.

Financial implications

23. There are revenue costs required to support the delivery of the first four options within this report. **Appendix A and B.** None of these costs are currently budgeted for and would need to be built into revenue budgets for both the remainder of this financial year and future years.

Legal implications

24. There are not perceived to be any legal implications associated with this report.

Conclusions

25. Wiltshire Council's decision to participate in the scheme was predicated on the basis that it did not contribute financially to the scheme. This was achieved from receiving additional financial support from Wiltshire NHS who supported the scheme on the basis of the wider health benefits that are derived from this initiative
26. The government has confirmed that it has ceased to fund the scheme from 31 July. The decision required of the council now is to determine whether it is prepared to continue to offer free swimming for one or both of the age groups and make the required budgetary provision.

MARK BODEN

Corporate Director of Neighbourhood and Planning

Report authors:

Mark Smith, Director Neighbourhood Services

Robin Townsend – Head of Leisure

Date of report

The following unpublished documents have been relied on in the preparation of this report:

None

Appendices:

Appendix A: Financial implications for each option based on receiving no further funding from Wiltshire NHS

Appendix B: Financial implications for each option based on Wiltshire NHS committing to an equivalent level to that currently granted

**Financial Commitments required of the Council as the sole funder Appendix A
Option 1**

2011/2012 Continue to operate the current scheme until 31 March 2011 for either both or one of the age groups *			
	16 and Under	60 and Over	Total
DCMS	0	0	0
Wiltshire Council	181,302	93,528	274,560
Wiltshire NHS	0	0	0
Total	181,302	93,528	274,560

Table 3 – 2011/2012 Option 1

Option 2

Continue to offer free swimming to both age groups and build costs into base revenue budgets for future years from 2011/12 onwards*			
	16 and Under	60 and Over	Total
DCMS	0	0	0
Wiltshire Council	343,749	217,339	561,000
Wiltshire NHS	0	0	0
Total	343,749	217,339	561,000

Table 4 – 2011/2012 Option 2

Option 3

Continue to offer free swimming for those aged 60 years and over and build costs into base revenue budgets for future years from 2011/12 onwards*			
	16 and Under	60 and Over	Total
DCMS	0	0	0
Wiltshire Council	0	217,339	217,339
Wiltshire NHS	0	0	0
Total	0	217,339	217,339

Table 5 – 2011/2012 Option 3

Option 4

Continue to offer free swimming for those aged 16 years and under and build costs into base revenue budgets for future years from 2011/12 onwards*			
	16 and Under	60 and Over	Total
DCMS	0	0	0
Wiltshire Council	343,749	0	343,749
Wiltshire NHS	0	0	0
Total	343,749	0	343,749

Table 6 – 2011/2012 Option 4

* Estimates for 2011/2012 are based on agreed costs for 2009/2010 and 2010/2011. These may require renegotiating with the DC Leisure for future years

Appendix B

Financial Commitments required of the Council if Wiltshire NHS commits to funding to the equivalent level in future years.

Option 1a

2011/2012 Continue to operate the current scheme until 31 march 2011*			
	16 and Under	60 and Over	Total
DCMS	0	0	0
Wiltshire Council	181,302	93,528	274,560
Wiltshire NHS	0	0	0
Total	181,302	93,528	274,560

Table 7 – 2011/2012 Option 1a

Option 2a

Continue to offer free swimming to both age groups and build costs into base revenue budgets for future years from 2011/12 onwards*			
	16 and Under	60 and Over	Total
DCMS	0	0	0
Wiltshire Council	278,670	143,418	422,088
Wiltshire NHS	65,079	73,921	139,000
Total	343,749	217,339	561,000

Table 8 – 2011/2012 Option 2a

Option 3a

Continue to offer free swimming for those aged 60 years and over and build costs into base revenue budgets for future years from 2011/12 onwards*			
	16 and Under	60 and Over	Total
DCMS	0	0	0
Wiltshire Council	0	143,418	143,418
Wiltshire NHS	0	73,921	73,921
Total	0	217,339	217,339

Table 9 – 2011/2012 Option 3a

Option 4a

Continue to offer free swimming for those aged 16 years and under and build costs into base revenue budgets for future years from 2011/12 onwards**			
	16 and Under	60 and Over	Total
DCMS	0	0	0
Wiltshire Council	278,670	0	278,670
Wiltshire NHS	65,079	0	65,079
Total	343,749	0	343,749

Table 10 – 2011/2012 Option 4a

* Estimates for 2011/2012 are based on agreed costs for 2009/2010 and 2010/2011. These may require renegotiating with the DC Leisure for future years

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Wiltshire Council

Cabinet

14 September 2010

Subject: Revenue Budget Monitoring 2010-11

**Cabinet Member: Councillor Fleur de Rhe-Philippe
Finance, Performance and Risk**

Key Decision: No

Executive Summary

To advise Cabinet of the revenue budget monitoring position as at 31 July 2010 for financial year 2010-11.

Proposal

That Members note the report pending future monitoring reports that will highlight actions being taken to reduce the overspend back to a balanced budget.

Reasons for Proposals

That Members can approve a corporate approach to managing the financial pressures and government reductions.

**Matthew Tiller
Interim Chief Accountant (Acting Section 151 Officer)**

Wiltshire Council

Cabinet

14 September 2010

Subject: Revenue Budget Monitoring 2010-11

**Cabinet Member: Councillor Fleur de Rhe-Philippe
Finance, Performance and Risk**

Key Decision: No

Purpose of Report

1. To advise Cabinet of the revenue budget monitoring position as at 31 July 2010 for financial year 2010-11.

Background

2. This revenue budget monitoring report builds on the first report provided to Cabinet in July. There are assumptions around financial pressures already identified being effectively managed.
3. Members should note that the appendices have been amended so that overspends are now reported as positive and underspends are reported in parenthesis. This is in line with best practice across the public sector.
4. The financial pressures in this report are in addition to the £24 million savings and efficiencies that were identified during the 2010-11 budget process. These are being tracked and managed by the council's various transformation programmes and boards e.g. Commissioning and Procurement Board.

Revenue Budget – Councils Overall Position

5. The councils overall position as reported in July was a projected overspend of £4.811 million. As detailed further in the main body of the report this has been actively managed and reduced to a revised projected overspend as at the end of July of £2.738 million. This can be summarised as follows.

	Pressures £ million	Plans put in place £ million	Current Shortfall £ million
Central government	5.101	3.720	1.381
Service related	10.918	8.351	2.567
Other	1.380	2.000	(0.620)
Total	17.399	14.071	3.328
Position reported in July 2010	15.873	11.062	4.811

6. To aid transparency in reporting and to reconcile back to the appendices associated with the report, the current shortfall can be further summarised across departments as follows.

Department	Current Shortfall			
	Central Govt £ million	Service Related £ million	Other £ million	Total £ million
Children & Education	0.710	-	0.380	1.090
Community Services	0.340	2.310	-	2.650
Neighbourhood & Planning	0.331	0.497	0.750	1.578
Health & Wellbeing	-	0.210	-	0.210
Resources	-	(0.450)	0.250	(0.200)
Corporate Headings	-	-	(2.000)	(2.000)
Total	1.381	2.567	(0.620)	3.328
Position reported in July 2010	1.701	2.360	0.750	4.811

7. At present work is ongoing to mitigate and further reduce the councils current forecast overspend. It is envisaged that over the coming monitoring reports to members, management actions undertaken will fully meet the forecast overspend and bring the council back in balance

Revenue Budget – Central Government Impact

8. The monitoring report in July detailed the impact of the new coalition government's emergency budget that was announced in June 2010. The reported position in July on the impact of the measures that were introduced was a £1.701 million shortfall, the current position is shown below.

Emergency Budget	Impact on Council £ million	Plans in Place £ million	Current Shortfall £ million
Area Based Grant (ABG)	2.720	1.670	1.050
Free swimming grant	0.281	-	0.281
Housing & Planning Delivery grant	1.800	1.800	-
VAT Jan 2011 increase	0.300	0.250	0.050
Total	5.101	3.720	1.381
Position reported in July 2010	5.101	3.400	1.701

9. A corporate decision will need to be made following the announcement of the cessation of the free swimming grant. Any decision will be reflected in future monitoring reports.
10. The increase in VAT cannot be applied in time for January 2011 to car parking due to the process in increasing fees and the current consultation on existing charging regime. The cost is forecast at £0.050 million.

11. All services in the Council are actively looking at measures to address the remaining shortfall in Area Based Grant (ABG). The intention is to protect frontline services by identifying a range of efficiency measures.
12. The £1.670 million of plans put in place to address the reduction is detailed in the table below and will be reflected in the next monitoring report by a budget reduction against the service area highlighted. This will reduce the council's total net budget from £348.547 million to £346.877 million.

Department – Service Area	ABG / budget reduction £ million
DCE – School Support & SEN	0.337
DCE – Extended Schools Start up Funding	0.400
DCE – Targeted Services	0.350
DCE – Social Care & Safeguarding	0.111
DCE – Commissioning Strategy	0.102
Sub total DCE	1.300
DNP – Passenger Transport	0.370
Total	1.670

13. Action has been taken within DNP to fully address the loss of ABG for road safety, £0.370 million, through the winding down of the Road Safety Camera Partnership and road safety activities.
14. Action has been taken within DCE to identify savings to address the reduction in ABG. £1.300 million has been identified. Savings in staffing costs have initially been identified through vacancies however this will result in reduced capacity across services, for example to support improvement in schools. Payments to clusters of schools for extended schools activities have been reduced.

Revenue Budget – Service Related Pressures

15. The council is taking a corporate approach in dealing with the reduction in government grant funding and also in dealing with any forecast service demand budget pressures that are anticipated during the financial year. The service demand pressures facing the council are detailed below.

Department	Pressures £ million	Plans put in place £ million	Current Shortfall £ million
Children & Education	1.021	1.021	-
Community Services	5.131	2.821	2.310
Neighbourhood & Planning	2.506	2.009	0.497
Health & Wellbeing	0.210	-	0.210
Resources	2.050	2.500	(0.450)
Total	10.918	8.351	2.567
Position reported in July 2010	10.022	7.662	2.360

Department for Children & Education (DCE)

16. The department is facing a number of financial pressures in 2010-11. These are currently forecast at £1.021 million, unchanged from the position reported to Cabinet in July, mainly around demand led pressures and the impact of legislative change within social care.
17. A recovery plan has been put in place to manage all of these cost pressures which was outlined in the July report, mainly focused around the improvement and effectiveness in the commissioning of services and the realisation of savings through staffing.
18. A potential liability has been included in the corporate risk register in relation to a claim against a Wiltshire school by a building contractor. Work is ongoing to fully quantify the potential liability.

Department of Community Services (DCS)

19. The department has identified a number of financial pressures, most significantly demand led pressures within Adult Social Care. The department experienced an increase in demand for referrals in 2009/10, over and above demographic demand pressures. The department is continuing to experience an increase in demand during the current financial year as well as increases in the complexity and intensity of care packages, resulting in increased costs.
20. Current identified financial pressures are unchanged from the previously reported position of £5.131 million. The department has instigated a range of measures, as identified in the previous report, to manage these cost pressures down, and as a result is now forecasting a £2.310 million overspend.
21. Libraries, Heritage and Arts and Community Leadership services are being reviewed to identify what further efficiencies could be achieved in year, over and above the £0.250m efficiency savings already included from the review of the library service.
22. In the previous three financial years, the department's financial position has been supported through the use of one-off resources. These one-off resources are no longer available to help the department to manage the financial pressures in this financial year.

Department for Neighbourhood and Planning (DNP)

23. Overall the department is projecting an overspend of £1.578 million, as shown in appendix 1. This is a combination of pressures announced in the emergency budget and significant service cost pressures, totalling £2.506 million, which are being addressed across the department by a number of savings and efficiencies.
24. The service related pressures have increased from £1.870 million as reported in July to £2.506 million. The main element of this increase is the forecast income

arising from car parking is below profile for the first four months of the year and is not anticipated to be fully recouped by year end.

Department for Health and Wellbeing (DHW)

25. The department has forecast an overspend of £0.210 million, an increase from a zero variance in the previously reported figures.
26. The forecast variance is predominantly associated with issues around the current staffing budgets. These are currently being examined with a view to being fully resolved.

Department of Resources (DoR)

27. The department identified financial pressures totalling £2 million in the report to Cabinet in July. These pressures are being effectively managed and contained within the department and no further significant pressures have been identified. A small overspend has arisen within the Shared Services & Customer Care service largely due to pressure around staffing for customer services.
28. The recent harmonisation of the insurance contract will lead to a significant revenue saving forecast at circa £0.500 million. Relevant budgets across the councils departments are now being centralised and it is envisaged that after this process has been finalised the final variance will be confirmed.
29. Further work continues to be carried out to identify areas of potential saving and to ensure profile budget and commitments are properly aligned with anticipated actual spending.

Revenue Budget – Other and Corporate Issues

30. Across the Council redundancy costs are currently projected at around £1.380 million for the financial year. This is an increase of £0.630 million on the previously reported figure of £0.750 million. There are two reasons for the increase; the first is due to the cost arising from the redundancies of non teaching school staff, estimated at £0.380 million, the second is £0.250 million from the planned transformation and restructure of the design and print service. These pressures will have to be absorbed by the council as the transition fund was fully utilised in 2009-10.
31. In line with managing redundancies corporately and assessing the merits on a business case i.e. obtaining future savings through service transformation, future monitoring reports will remove redundancy costs that cannot be absorbed by department service lines and shown it as a one line under corporate headings in the councils overall summary.
32. During the successful and timely closure of the 2009-10 accounts the council conducted a review of some of the methods and options on how capital expenditure is financed. During this review a technical swap of financing is anticipated to lead to at least an underspend of circa £2.000 million against the

original capital financing budget, contained within the central financing line under corporate headings in appendix 1. Further technical analysis is being carried out which could provide further revenue savings. In addition to this the proposed re-profiling of the Workplace Transformation Programme (WTP) will lead to the delay in financing costs and thus result in a revenue saving in this financial year which will be reported in next months monitoring.

33. The council has an approved invest to save pot of £0.300 million. So far one scheme associated with street lighting, at a cost of £0.100 million, has been approved. Further proposals are being assessed and will be approved via a delegated decision by the cabinet member for Finance, Performance and Risk.

Main Consideration for the Council

34. To note the current budget monitoring report.

Environmental Impact of the Proposal

35. None have been identified as arising direct from this report.

Equality and Diversity Impact of this Proposal

36. No equality and diversity issues have been identified or arising from this report.

Legal Implications

37. None have been identified as arising direct from this report.

Risk Assessment

38. Significant service financial pressures, in addition to central government grant reductions, have already been identified across departments in year amounting to nearly £11 million. Actions to manage these pressures are in place. Ways of managing the remaining £2.5 million department pressures are being developed. Failure to deliver these actions will result in an overspend for the Council.
39. The council has identified in its corporate risk register various elements which are covered within this monitoring report, most notably the impact the current economic climate has on the council's finances and the recent potential liability surrounding the claim against a Wiltshire school.

Financial Implications

40. These have been examined and are implicit throughout the report.

Proposals

41. That Members note the report pending future monitoring reports that will highlight actions being taken to reduce the overspend back to a balanced budget.

Reasons for Proposals

42. That Members can approve a corporate approach to managing the financial pressures and government reductions.

Matthew Tiller
Interim Chief Accountant (Acting Section 151 Officer)

Report Author: Andy Brown

Unpublished documents relied upon in the preparation of this report:
Environmental impact of the recommendations contained in this report: NONE

Appendix 1 – Wiltshire Council Revenue Budget Monitoring Report

Wiltshire Council Revenue Budget Monitoring Statement as at 31 July 2010

		Revised Budget 2010-11 £m	Profiled Budget to date £m	Actual and committed to date £m	Forecast Outturn £m	Forecast varitaion for Year £m	Variation as % of Approved Budget
<u>SUMMARY</u>							
Children and Education	Gross	395.176	105.008	117.397	396.266	1.090	0.3%
	Income	(342.416)	(33.193)	(45.418)	(342.416)	-	-
	Net	52.760	71.815	71.979	53.850	1.090	2.1%
Community Services	Gross	149.034	48.016	51.042	151.684	2.650	1.8%
	Income	(29.462)	(9.357)	(5.897)	(29.462)	-	-
	Net	119.572	38.659	45.145	122.222	2.650	2.2%
Neighbourhood and Planning	Gross	125.206	40.783	38.869	124.154	(1.052)	(0.8%)
	Income	(39.693)	(15.396)	(13.990)	(37.063)	2.630	(6.6%)
	Net	85.513	25.387	24.879	87.091	1.578	1.8%
Health and Wellbeing	Gross	6.623	2.208	2.376	6.852	0.229	3.5%
	Income	(1.476)	(0.492)	(0.773)	(1.495)	(0.019)	1.3%
	Net	5.147	1.716	1.603	5.357	0.210	4.1%
Department of Resources	Gross	187.641	58.345	59.836	187.441	(0.200)	(0.1%)
	Income	(130.261)	(50.419)	(51.356)	(130.261)	-	-
	Net	57.380	7.926	8.480	57.180	(0.200)	(0.3%)
Corporate Headings							
Movement To / From Reserves		1.875	-	-	1.875	-	-
Invest to Save Fund		0.300	-	-	0.300	-	-
Central Financing		26.000	3.667	2.328	24.000	(2.000)	(7.7%)
Net		28.175	3.667	2.328	26.175	(2.000)	(7.1%)
WILTSHIRE COUNCIL GENERAL FUND TOTAL	Gross	891.855	258.027	271.848	892.572	0.717	0.1%
	Income	(543.308)	(108.857)	(117.434)	(540.697)	2.611	(0.5%)
	Net	348.547	149.170	154.414	351.875	3.328	1.0%
Housing Revenue Account	Gross	21.180	7.050	6.372	21.180	-	-
	Income	(22.472)	(7.209)	(6.649)	(22.472)	-	-
	Net	(1.292)	(0.159)	(0.277)	(1.292)	-	-
TOTAL INCLUDING HRA		347.255	149.011	154.137	350.583	3.328	1.0%

Note: Approved Budget is original budget plus authorised changes.

Note overspendings are positive

Wiltshire Council Revenue Budget Monitoring Statement as at 31 July 2010

		<i>Revised Budget 2010-11</i>	<i>Profiled Budget to date</i>	<i>Actual and committed to date</i>	<i>Projected Position for Year</i>	<i>Projected Variation for Year</i>	<i>Variation as % of Approved Budget</i>
		<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	
<u>Children and Education</u>							
Commissioning & Performance	Gross Costs	264.239	63.432	61.028	264.692	0.453	0.2%
	Income	(263.190)	(30.562)	(30.562)	(263.190)	-	-
	Net	1.049	32.870	30.466	1.502	0.453	43.2%
Children's Social Care	Gross Costs	30.275	9.397	16.545	30.317	0.042	0.1%
	Income	(0.733)	(0.170)	(0.265)	(0.733)	-	-
	Net	29.542	9.227	16.280	29.584	0.042	0.1%
Targeted Services	Gross Costs	17.048	5.615	4.265	17.373	0.325	1.9%
	Income	(7.144)	(0.856)	(0.548)	(7.144)	-	-
	Net	9.904	4.759	3.717	10.229	0.325	3.3%
Schools & Learning	Gross Costs	83.614	26.564	35.559	83.884	0.270	0.3%
	Income	(71.349)	(1.605)	(14.043)	(71.349)	-	-
	Net	12.265	24.959	21.516	12.535	0.270	2.2%
Sub Total	Gross Costs	395.176	105.008	117.397	396.266	1.090	0.003
	Income	(342.416)	(33.193)	(45.418)	(342.416)	-	-
	Net	52.760	71.815	71.979	53.850	1.090	0.021

Note: Approved Budget is original budget plus authorised changes.

Note overspendings are positive

All DSG related projections are highlighted *

Wiltshire Council Revenue Budget Monitoring Statement as at 31 July 2010

		<i>Revised Budget 2010-11</i>	<i>Profiled Budget to date</i>	<i>Actual and committed to date</i>	<i>Projected Position for Year</i>	<i>Projected Variation for Year</i>	<i>Variation as % of Approved Budget</i>
		<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	
<u>Community Services</u>							
Older People	Gross Costs	47.728	14.384	16.659	48.879	1.151	2.4%
	Income	(9.863)	(2.980)	(2.812)	(9.864)	(0.001)	0.0%
	Net	37.865	11.404	13.847	39.015	1.150	3.0%
Physical Impairment	Gross Costs	7.684	2.489	3.038	8.154	0.470	6.1%
	Income	(1.070)	(0.344)	(0.234)	(1.070)	-	-
	Net	6.614	2.145	2.804	7.084	0.470	7.1%
Learning Disabilities	Gross Costs	44.301	15.012	14.851	44.301	-	-
	Income	(12.918)	(4.424)	(1.043)	(12.917)	0.001	(0.0%)
	Net	31.383	10.588	13.808	31.384	0.001	0.0%
Mental Health	Gross Costs	23.836	7.492	7.499	24.411	0.575	2.4%
	Income	(3.971)	(1.251)	(1.420)	(3.971)	-	-
	Net	19.865	6.241	6.079	20.440	0.575	2.9%
Resources Strategy & Commissioning	Gross Costs	4.996	1.658	1.952	5.220	0.224	4.5%
	Income	(0.383)	(0.126)	(0.062)	(0.383)	-	-
	Net	4.613	1.532	1.890	4.837	0.224	4.9%
Supporting People	Gross Costs	7.467	2.677	2.880	7.747	0.280	3.7%
	Income	-	-	-	-	-	-
	Net	7.467	2.677	2.880	7.747	0.280	3.7%
Libraries Heritage & Arts	Gross Costs	8.339	2.744	2.508	8.289	(0.050)	(0.6%)
	Income	(1.008)	(0.146)	(0.215)	(1.008)	-	-
	Net	7.331	2.598	2.293	7.281	(0.050)	(0.7%)
Community Leadership & Governance	Gross Costs	4.683	1.560	1.655	4.683	-	-
	Income	(0.249)	(0.086)	(0.111)	(0.249)	-	-
	Net	4.434	1.474	1.544	4.434	-	-
Sub Total	Gross Costs	149.034	48.016	51.042	151.684	2.650	0.018
	Income	(29.462)	(9.357)	(5.897)	(29.462)	-	-
	Net	119.572	38.659	45.145	122.222	2.650	0.022

Note: Approved Budget is original budget plus authorised changes.

Note overspendings are positive

Wiltshire Council Revenue Budget Monitoring Statement as at 31 July 2010

		<i>Revised Budget 2010-11</i>	<i>Profiled Budget to date</i>	<i>Actual and committed to date</i>	<i>Projected Position for Year</i>	<i>Projected Variation for Year</i>	<i>Variation as % of Approved Budget</i>
		<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	
Neighbourhood and Planning							
Highways & Streetscene	Gross Costs	20.902	6.873	7.251	20.752	(0.150)	(0.7%)
	Income	(4.498)	(1.499)	(1.001)	(4.498)	-	-
	Net	16.404	5.374	6.250	16.254	(0.150)	(0.9%)
Highways - Strategic Services	Gross Costs	11.734	3.653	3.349	11.599	(0.135)	(1.2%)
	Income	(1.322)	(0.400)	(0.477)	(1.322)	-	-
	Net	10.412	3.253	2.872	10.277	(0.135)	(1.3%)
Passenger Transport	Gross Costs	26.735	8.206	7.587	26.497	(0.238)	(0.9%)
	Income	(5.355)	(1.923)	(2.201)	(5.549)	(0.194)	3.6%
	Net	21.380	6.283	5.386	20.948	(0.432)	(2.0%)
Car Parking	Gross Costs	3.308	1.102	0.804	3.158	(0.150)	(4.5%)
	Income	(8.983)	(3.070)	(2.500)	(8.433)	0.550	(6.1%)
	Net	(5.675)	(1.968)	(1.696)	(5.275)	0.400	(7.0%)
Waste Services	Gross Costs	31.281	10.427	9.138	30.977	(0.304)	(1.0%)
	Income	(3.748)	(1.660)	(1.558)	(3.444)	0.304	(8.1%)
	Net	27.533	8.767	7.580	27.533	(0.000)	(0.0%)
Leisure	Gross Costs	10.299	3.866	3.956	10.299	-	-
	Income	(4.929)	(1.592)	(1.569)	(4.648)	0.281	(5.7%)
	Net	5.370	2.274	2.387	5.651	0.281	5.2%
Economic Development	Gross Costs	5.989	1.951	2.007	6.208	0.219	3.7%
	Income	(1.208)	(0.503)	(0.427)	(1.208)	-	-
	Net	4.781	1.448	1.580	5.000	0.219	4.6%
Development Services	Gross Costs	8.003	2.667	2.307	7.207	(0.796)	(9.9%)
	Income	(6.841)	(2.760)	(2.342)	(5.416)	1.425	(20.8%)
	Net	1.162	(0.093)	(0.035)	1.791	0.629	54.1%
Strategic Housing	Gross Costs	4.847	1.615	1.293	4.669	(0.178)	(3.7%)
	Income	(2.809)	(1.989)	(1.915)	(2.545)	0.264	(9.4%)
	Net	2.038	(0.374)	(0.622)	2.124	0.086	4.2%
Management & Business	Gross Costs	2.108	0.423	1.177	2.788	0.680	32.3%
	Income	-	-	-	-	-	-
	Net	2.108	0.423	1.177	2.788	0.680	32.3%
Sub Total	Gross Costs	125.206	40.783	38.869	124.154	(1.052)	(0.008)
	Income	(39.693)	(15.396)	(13.990)	(37.063)	2.630	(0.066)
	Net	85.513	25.387	24.879	87.091	1.578	0.018

Note: Approved Budget is original budget plus authorised changes.

Note overspendings are positive

Wiltshire Council Revenue Budget Monitoring Statement as at 31 July 2010

		<i>Revised Budget 2010-11</i>	<i>Profiled Budget to date</i>	<i>Actual and committed to date</i>	<i>Projected Position for Year</i>	<i>Projected Variation for Year</i>	<i>Variation as % of Approved Budget</i>
		<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	
<u>Health and Wellbeing</u>							
Health and Wellbeing	Gross Costs	0.424	0.142	0.116	0.424	-	-
	Income	(0.074)	(0.025)	(0.265)	(0.074)	-	-
	Net	0.350	0.117	(0.149)	0.350	-	-
Public Protection	Gross Costs	4.876	1.625	1.673	5.086	0.210	4.3%
	Income	(1.114)	(0.371)	(0.406)	(1.114)	-	-
	Net	3.762	1.254	1.267	3.972	0.210	5.6%
Community Safety	Gross Costs	1.056	0.352	0.479	1.056	-	-
	Income	(0.288)	(0.096)	(0.083)	(0.288)	-	-
	Net	0.768	0.256	0.396	0.768	-	-
Emergency Planning	Gross Costs	0.267	0.089	0.108	0.286	0.019	7.1%
	Income	-	-	(0.019)	(0.019)	(0.019)	
	Net	0.267	0.089	0.089	0.267	(0.000)	(0.0%)
Sub Total	Gross Costs	6.623	2.208	2.376	6.852	0.229	0.035
	Income	(1.476)	(0.492)	(0.773)	(1.495)	(0.019)	0.013
	Net	5.147	1.716	1.603	5.357	0.210	0.041

Note: Approved Budget is original budget plus authorised changes.

Note overspendings are positive

		Revised Budget 2010-11	Profiled Budget to date	Actual and committed to date	Projected Position for Year	Projected Variation for Year	Variation as % of Approved Budget
		£m	£m	£m	£m	£m	
Resources							
Chief Executive	Gross Costs	0.514	0.171	0.232	0.514	-	-
	Income	(0.027)	(0.009)	(0.005)	(0.027)	-	-
	Net	0.487	0.162	0.227	0.487	-	-
Policy & Communications	Gross Costs	2.197	0.732	0.783	2.447	0.250	11.4%
	Income	(0.370)	(0.123)	0.001	(0.370)	-	-
	Net	1.827	0.609	0.784	2.077	0.250	13.7%
Corp Director / Central Resources	Gross Costs	0.195	0.065	0.076	0.195	-	-
	Income	-	-	-	-	-	-
	Net	0.195	0.065	0.076	0.195	-	-
Finance (including Revs & Bens service)	Gross Costs	22.453	6.734	6.112	21.953	(0.500)	(2.2%)
	Income	(10.492)	(2.997)	(2.743)	(10.492)	-	-
	Net	11.961	3.737	3.369	11.461	(0.500)	(4.2%)
Benefits - Subsidy & Payments	Gross Costs	110.697	32.699	32.522	110.697	-	-
	Income	(110.490)	(44.330)	(44.795)	(110.490)	-	-
	Net	0.207	(11.631)	(12.273)	0.207	-	-
HR	Gross Costs	2.397	0.799	1.118	2.397	-	-
	Income	(0.324)	(0.108)	(0.242)	(0.324)	-	-
	Net	2.073	0.691	0.876	2.073	-	-
ICT & Business Transformation	Gross Costs	20.442	6.814	7.012	20.442	-	-
	Income	(0.290)	(0.097)	(0.119)	(0.290)	-	-
	Net	20.152	6.717	6.893	20.152	-	-
Corporate Procurement	Gross Costs	3.222	1.074	0.935	3.222	-	-
	Income	(0.799)	(0.266)	(0.193)	(0.799)	-	-
	Net	2.423	0.808	0.742	2.423	-	-
Legal & Democratic	Gross Costs	5.643	2.631	2.932	5.643	-	-
	Income	(0.779)	(0.260)	0.012	(0.779)	-	-
	Net	4.864	2.371	2.944	4.864	-	-
Performance & Risk	Gross Costs	0.393	0.131	0.112	0.393	-	-
	Income	(0.004)	(0.001)	(0.012)	(0.004)	-	-
	Net	0.389	0.130	0.100	0.389	-	-
Shared Services & Customer Care	Gross Costs	9.256	3.085	3.760	9.306	0.050	0.5%
	Income	(1.981)	(0.660)	(0.953)	(1.981)	-	-
	Net	7.275	2.425	2.807	7.325	0.050	0.7%
Strategic Property Services	Gross Costs	10.232	3.410	4.242	10.232	-	-
	Income	(4.705)	(1.568)	(2.307)	(4.705)	-	-
	Net	5.527	1.842	1.935	5.527	-	-
Sub Total	Gross Costs	187.641	58.345	59.836	187.441	(0.200)	(0.001)
	Income	(130.261)	(50.419)	(51.356)	(130.261)	-	-
	Net	57.380	7.926	8.480	57.180	(0.200)	(0.003)

Note: Approved Budget is original budget plus authorised changes.

Note overspendings are positive

Wiltshire Council

Cabinet

14 September 2010

Subject: Capital Budget Monitoring 2010-11

**Cabinet Member: Councillor Fleur de Rhe-Philippe, Finance,
Performance and Risk**

Key Decision: No

Executive Summary

The report reflects the position of the 2010-11 capital programme as at 31 July 2010.

The report also details budget changes which are to be noted by Cabinet.

Proposal

- a) To note the current position of the 2010-11 capital programme.
- b) Note the budget changes in section 1 of Appendix B
- c) To decide on how the cut in education funding from central government is dealt with in the 2010-11 capital programme through the 3 options identified.
- d.) To approve the addition to the capital programme of schemes at Monument Hill Reed Bed and Marlborough Household Recycling Centre under the conditions set out in the report.

Reasons for Proposals

To inform cabinet of the current position of the 2010-11 capital programme and identify issues which need to be resolved as a result of cuts in funding from Central Government.

Matthew Tiller

Interim Chief Accountant (Acting Section 151 Officer)

Wiltshire Council

Cabinet

14 September 2010

Subject: Capital Budget Monitoring 2010-11

**Cabinet Member: Councillor Fleur de Rhe-Philipe, Finance,
Performance and Risk**

Key Decision: No

Purpose of Report

1. To update Cabinet on the position of the Capital Programme as at 31 July 2010.

Background

2. Since the last Cabinet meeting the budget has been adjusted as follows;

	£m	Notes
2010-11 Capital budget (as per Cabinet 27 July 2010)	167.669	
Unactioned roll forward from 2009-10 on integrated transport	(0.006)	Related to approved overspend on the Petersfinger Park & Ride.
Budget adjustments awaiting Cabinet approval since Julys meeting (CFO Delegations)	2.162	Net budget adjustments as detailed in Appendix B of this report.
Additional Highways budget added after the 2010-11 budget setting process.	1.450	See explanation in paras 3 & 4 below.
Highway Grant cuts from central government to be managed in the programme.	(1.474)	Cut in central government grant as highlighted in July cabinet paper and as per cabinet member delegated decision.
Total Capital budget 2010-11	169.801	

3. When setting the Council's revenue budget for 2010-11, headroom was identified that allowed for additional spending on the highway network within the capital programme.
4. An allocation of £0.100m was added to the capital financing line of the revenue budget to provide for an additional £1.000m of borrowing in 2010-11 to fund additional highway repairs. A further £0.450m

allocation of revenue funds were also set aside in the capital financing line to allow for verge repairs within the capital programme. Both of these elements have now been included within the capital programme.

Summary of Current Position

5. The financial position of the 2010-11 capital budget is summarised below.

Department	Budget 2010-11 £m	Actual Spend as at 31 July 2010 £m	Projected Outturn £m	Full Year Projected Variance* £m
Children & Education	73.281	11.698	72.180	(1.101)
Resources	36.729	3.783	17.329	(19.400)
Neighbourhood & Planning	56.309	10.903	54.855	(1.454)
Community Services	3.483	0.195	2.534	(0.949)
Total	169.801	26.579	146.898	(22.904)

* Underspends are shown in brackets

6. A breakdown of the position of schemes within the capital programme can be seen in appendix A.
7. The variance on the full year projection is £22.904m, of which £22.709m relates to re-profiling of expenditure and £0.195m relates to identified net underspends. Both are reflected in Appendix A.
8. Initial monitoring on the Workplace Transformation Programme (WTP) has resulted in slippage of circa £19.400m into future financial years.
9. The 2010-11 budget for WTP had £17.400m relating to the County Hall refurbishment. The logistical complexities of decanting staff to the former George Ward School has meant the scale of work on the County Hall campus will not be able to progress as originally planned and it is estimated that only around £5.400m will be spent in this financial year, with the remaining £12.000m slipping into 2011/12.
10. An allocation of £10.400m in the 2010-11 WTP budget relates to the additional budget approved by Cabinet relating to operational estate. The £10.400m relates to the whole programme of work which will not be completed within the 2010-11 financial year. It is estimated that £3.000m will be spent in 2010-11, with the remaining £7.400m slipping into future financial years.

11. The revenue impact of the re-profiling of the WTP budget will be analysed and report through the next revenue budget monitoring report.

Central Government Grant Cuts

12. The £1.474 million confirmed cut in government grant for highways that was announced in June 2010 and has been reflected in this report and was also subject to a delegated member decision.
13. Since the last Cabinet meeting the government have announced further reductions in capital grant funding for local government in the current 2010-11 financial year; the impact of these cuts are summarised below.

Grant Description	Funding cut £m	Project affected in the capital programme
14-19 Diplomas & Special Educational needs	0.660	DCSF Targeted Capital 14-19 SEN
Youth Capital Fund	0.094	Youth Projects
Sure Start Children' Centre/ Childcare Quality and Access	2.055	Sure Start Early Years
Total	2.809	

14. A decision on how the cut in grant funding is dealt with in the capital programme needs to be made. There are three potential options available which are detailed below. Members should note however that officers have already taken steps to ensure reductions are achievable and where projects have not been started, in particular on Early Years, these schemes will not now proceed. These action plans have been put in place and agreed with the relevant boards.

- I.) Reduce the affected projects in the capital programme by the corresponding cut in funding from central government. This will reduce the overall spending on education schemes in 2010-11.
- II.) Retain the affected projects at the current level in the 2010-11 capital programme. This would mean a need to increase unsupported borrowing levels in 2010-11 to cover the loss in grant and would also attract ongoing annual revenue costs associated with borrowing. This option would keep spending on education schemes at planned levels in 2010-11.
- III.) Reprioritise schemes within the capital programme by reducing the budgets of other schemes to account for the cut in grant funding. This would also keep spending on education schemes at planned levels in 2010-11 but reduce the levels of other, as yet identified, budgets within the programme.

Proposed New Schemes

15. The waste team have highlighted a potential new scheme to be added to the programme. The scheme at Monument Hill involves the refurbishment of an entire reed bed used as part of a water treatment system, originally built in 1996. The system is designed to stop discharge into the watercourse, which would attract financial penalties from the Environment Agency. The work, estimated at £0.195m, should ensure the filtration systems continue to work for another 10-15 years.
16. Within the Waste Management budget of the 2010-11 capital programme, work is being undertaken at Warminster Household Recycling Centre (HRC). The scheme is projected to cost £0.195m less than originally anticipated, the variance is highlighted in Appendix A as an underspend.
17. As the scheme for Monument Hill has not been formally approved, Cabinet is requested to approve the use of the £0.195m underspend on Warminster HRC to fund the works at Monument Hill Reed Bed.
18. A further addition to the capital programme is a scheme to provide a new HRC at Marlborough. The capital cost of the HRC is estimated at £0.400m and the scheme is proposed to be funded from unsupported Borrowing in 2010-11.
19. To cover the revenue cost associated with the capital expenditure, the Department for Neighbourhood and Planning (DNP) will make an annual provision in their revenue budget of £0.040m which will be transferred to the capital financing line within the financial plan.
20. It is requested that Cabinet approve the scheme at Marlborough HRC and add it to the capital programme, under the condition that a £0.040m allowance be made annually in DNP revenue budgets to fund the costs of borrowing.

Main Considerations for the Council

- a) To note the current financial position of the 2010-11 Capital Budget.
- b) To note the budget changes in section 1 of Appendix B.
- c) To decide on how the cut in education funding from Central Government is dealt with in the 2010-11 capital programme through the 3 options identified.
- d) To approve the addition to the capital programme of schemes at Monument Hill Reed Bed and Marlborough HRC under the conditions set out in the report.

Environmental Impact of the Proposal

21. Wiltshire Council is preparing for its mandatory inclusion to the Carbon Reduction Commitment (CRC). The CRC is the UK's mandatory climate change and energy saving scheme, due to commence in April 2010. The objectives of the scheme are to improve energy efficiency and reduce carbon dioxide emissions. It's calculated that 79% of the Council's carbon footprint comes from energy use in buildings. Capital schemes therefore have the potential to greatly increase or decrease carbon emissions, for example schemes making council buildings more energy efficient will reduce the Council's carbon footprint.

Equality and Diversity Impact of the Proposal

22. No equality and diversity issues have been identified arising from this report

Risk Assessment

23. The capital budget for 2010-11 has a number of potential risks arising from cost overruns or lower than expected levels of capital receipts. Such issues will be highlighted as soon as they establish themselves through the monthly reporting process. Members may wish to bear in mind that the capital programme has been set for three years and therefore risks will be appraised over the whole period (2010-11 through to 2012-13).

Financial Implications

24. These have been examined and are contained within the report

Legal Implications

25. There are no legal implications arising from this report.

Matthew Tiller
Interim Chief Accountant (Acting Section 151 officer)

Report Author: Lloyd Brown

Background Papers

Unpublished documents relied upon in the preparation of this report: NONE

Appendices

Appendix A - Capital Budget Monitoring Statement as at 31 July 2010

Appendix B - Chief Finance Officer - Exercise of Delegated Powers & Requests for Additional Resources Within The Capital Programme

APPENDIX A

CAPITAL BUDGET MONITORING STATEMENT AS AT 31 JULY 2010

SCHEME NAME	DEPT	2010-2011 APPROVED BUDGET £m	2010-2011 EXPENDITURE TO DATE £m	PROJECTED OUTTURN £m	PROJECTED VARIANCE £m	PROJECTED VARIANCE ANALYSED	
						SLIPPAGE £m	(UNDERSPEND) OVERSPEND £m
Wellington Academy	DCE	14.077	3.617	14.077	0.000		
Salisbury Academy	DCE	0.940	0.112	0.828	(0.112)	(0.112)	
Extended Schools	DCE	1.422	(0.296)	1.422	0.000		
Additional Accommodation	DCE	7.678	0.167	7.678	0.000		
Access and Inclusion	DCE	1.366	0.044	1.366	0.000		
NDS Maintenance	DCE	2.761	0.250	2.761	0.000		
NDS Modernisation	DCE	1.622	0.063	1.622	0.000		
Devolved formula Capital	DCE	4.382	1.396	4.095	(0.287)	(0.287)	
DCSF Primary Capital programme	DCE	10.022	0.308	10.022	0.000		
Melksham Oak School	DCE	4.352	1.977	4.352	0.000		
DCSF Targeted Capital 14-19 SEN	DCE	8.000	0.100	8.000	0.000		
Targeted Capital Food Technology General	DCE	0.916	0.136	0.916	0.000		
Targeted Capital School Kitchens General	DCE	0.929	0.929	0.929	0.000		
Other Projects New Schools	DCE	3.831	0.065	3.831	0.000		
Other Schools Projects - Expansions	DCE	2.027	0.007	1.325	(0.702)	(0.702)	
Other Schools Projects - Replacements	DCE	0.866	0.005	0.866	0.000		
DCSF 14-19 Diplomas reforms	DCE	0.696	0.700	0.696	0.000		
DCSF Information System Parents & Providers	DCE	0.000	0.000	0.000	0.000		
Sure Start early years	DCE	6.430	2.039	6.430	0.000		
Aiming High for Disabled Children	DCE	0.639	0.002	0.639	0.000		
Youth Projects	DCE	0.220	0.070	0.220	0.000		
Smaller DCE Schemes not split out	DCE	0.104	0.006	0.104	0.000		
	DCE TOTAL	73.281	11.698	72.180	(1.101)	(1.101)	0.000
BMP/SAP	DOR	0.455	0.000	0.455	0.000		
LPSA PRG (Resources)	DOR	0.043	0.000	0.043	0.000		
Area Boards	DOR	0.345	0.118	0.345	0.000		
Revenue & Benefits Systems.	DOR	0.750	0.000	0.750	0.000		
WTP	DOR	35.101	3.641	15.701	(19.400)	(19.400)	
Other DOR Initiatives	DOR	0.034	0.025	0.034	0.000		
	DOR TOTAL	36.729	3.783	17.329	(19.400)	(19.400)	0.000

APPENDIX A

CAPITAL BUDGET MONITORING STATEMENT AS AT 31 JULY 2010

SCHEME NAME	DEPT	2010-2011 APPROVED BUDGET £m	2010-2011 EXPENDITURE TO DATE £m	PROJECTED OUTTURN 0.00 £m	PROJECTED VARIANCE £m	PROJECTED VARIANCE ANALYSED	
						SLIPPAGE £m	(UNDERSPEND) OVERSPEND £m
LTP – Integrated Transport	DNP	4.490	0.603	4.490	0.000		
Buildings repair & Maintenance	DNP	2.552	0.407	2.552	0.000		
The Shambles	DNP	0.380	0.000	0.380	0.000		
County Farms	DNP	0.050	0.001	0.050	0.000		
DDA Works	DNP	0.198	0.038	0.198	0.000		
Bridges & Structures	DNP	4.828	0.796	4.828	0.000		
LTP – Maintenance of Principal/Non Principal roads	DNP	8.500	3.806	8.500	0.000		
Additional Highway Maintenance	DNP	2.639	0.029	2.639	0.000		
Footways	DNP	0.249	0.000	0.249	0.000		
Land Drainage	DNP	0.473	0.101	0.473	0.000		
Highways Depot and office strategy	DNP	3.060	0.262	3.060	0.000		
Major Integrated Tr. Improvements	DNP	0.034	0.032	0.034	0.000		
Major Highway Improvements	DNP	0.541	0.006	0.541	0.000		
Waste Vehicles (Purchase)	DNP	2.068	0.191	2.068	0.000		
Leisure & Amenities	DNP	0.563	0.027	0.563	0.000		
Waste Management	DNP	1.948	0.378	1.753	(0.195)		(0.195)
LPSA PRG (TEL)	DNP	0.225	0.104	0.225	0.000		
Road Maintenance Vehicles	DNP	0.092	0.000	0.092	0.000		
Pest Control vehicles	DNP	0.015	0.015	0.015	0.000		
Corporate Carbon Reduction	DNP	0.500	0.090	0.500	0.000		
Consolidated IT System	DNP	0.350	0.000	0.350	0.000		
Tidworth Castledown	DNP	0.181	(0.002)	0.181	0.000		
Economic Development	DNP	2.221	0.011	2.221	0.000		
Disabled facilities grants Housing	DNP	3.035	0.672	2.800	(0.235)	(0.235)	
Corporate other housing grants	DNP	3.024	0.782	2.000	(1.024)	(1.024)	
Strategic Housing	DNP	3.003	0.625	3.003	0.000		
New Housing	DNP	7.301	0.666	7.301	0.000		
HRA	DNP	3.790	1.263	3.790	0.000		
	DNP TOTAL	56.309	10.903	54.855	(1.454)	(1.259)	(0.195)
Libraries, Heritage & Arts	DCS	1.188	0.149	0.804	(0.384)	(0.384)	
Adult Social Care Strategy & Commissioning - Older People	DCS	1.340	0.004	0.942	(0.398)	(0.398)	
Adult Social Care Strategy & Commissioning - Learning Disability	DCS	0.055	0.000	0.055	0.000		
Adult Social Care Strategy & Commissioning - Mental Health	DCS	0.716	0.035	0.549	(0.167)	(0.167)	
Resources Other	DCS	0.127	0.007	0.127	0.000		
	DCS	0.057	0.000	0.057	0.000		
	DCS TOTAL	3.483	0.195	2.534	(0.949)	(0.949)	0.000
TOTAL CAPITAL PROGRAMME 2010-2011		169.801	26.579	146.898	(22.904)	(22.709)	(0.195)

**CHIEF FINANCE OFFICER (CFO) - EXERCISE OF DELEGATED POWERS & REQUESTS FOR ADDITIONAL RESOURCES
WITHIN THE CAPITAL PROGRAMME**

Month:

September

Financial Year:

2010/11

SECTION 1 - DELEGATED CFO POWERS

"Adjustment/addition of scheme in the capital programme which has no effect on the net funding position of the programme i.e. Additional resources available in the form of Grant, Section 106 contributions etc,etc which fund the addition, "

Project Name: Youth Projects
Budget Change:

2010/11	2011/12	2012/13
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(13,000)
Funding Source: Revenue Contributions
Description: Budget is being reduced as the cost of the scheme is not as high as originally thought. The budget was funded by revenue contributions.

Project Name: County Farms
Budget Change:

2010/11	2011/12	2012/13
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50,000
Funding Source: Revenue contribution
Description: Inclusion within the programme of work to provide an extension to the buildings at the Housecroft Farm estate. The budget is funded through revenue contributions.

Project Name: NDS Modernisation
Budget Change:

2010/11	2011/12	2012/13
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26,775
Funding Source: Grant
Description: Additional funding for the budget through a low carbon grant received into the Council.

Project Name: Corporate Housing Grants
Budget Change:

2010/11	2011/12	2012/13
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796,000
Funding Source: Grant
Description: Additional housing grant received in 2010/11, budget is being increased to reflect the increased grant.

Project Name: Disabled facilities Grant
Budget Change:

2010/11	2011/12	2012/13
---------	---------	---------

80,000
Funding Source: Grant
Description: Additional disabled facilities grant received in 2010/11, budget is being increased to reflect the increased grant.

Project Name: Strategic Housing
Budget Change:

2010/11	2011/12	2012/13
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1,222,015
Funding Source: Grant
Description: Additional housing grant received in 2010/11, budget is being increased to reflect the increased grant.

2,161,790 Total Delegated Changes Approved by Section 151 Officer

SECTION 2 - DELEGATED CFO POWERS

"Schemes within the capital programme which require the reprogramming of expenditure between years due to scheme not progressing as originally anticipated or other circumstances"

Project Name:
Budget Change:

2010/11	2011/12	2012/13
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Funding Source:
Description:

SECTION 3 - REQUESTS TO CABINET FOR ADDITIONAL RESOURCES

"Adjustment/addition of scheme to the capital programme which places an additional funding requirement on the programme"

Project Name:
Budget Change:

2009/10	2010/11	2011/12
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Funding Source:
Description:

In the exercise of my delegated powers (Section 1 and 2), I hereby authorise the amendments to the Capital Programme summarised above.

CHIEF FINANCE OFFICER: Martin Donovan

SIGNED:

DATE: JULY 2010

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